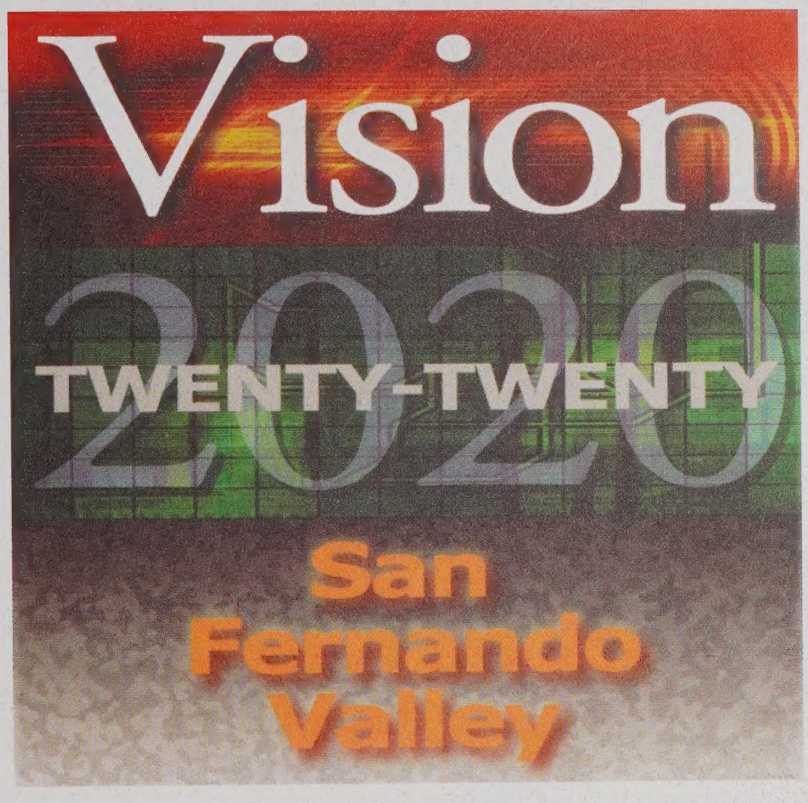

Guidebook

Economic Alliance of the San Fernando Valley
5121 Van Nuys Boulevard Ste 200 Sherman Oaks, California 91403
818-379-7000 Fax 379-7077 · Email: alliance@valleyofthestars.org

CivicCenter Group

23679 Calabasas Road #507 – Calabasas, California 91302
818-712-9500 Fax: 818-712-9182 email: projects@civiccenter.com

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Wednesday, March 27, 2002

Laurie,

Per your request, I am enclosing one of the few (rare) copies of the *Vision2020 Guidebook*, as well as a copy of the report spiral bound version. Note that the full version of the *Guidebook* also includes the Joel Kotkin/Pepperdine report *Changing Face of the San Fernando Valley*.

I have also enclosed a copy of our recent work done in conjunction with the Reason Public Policy Institute *Rightsizing Local & Regional Government*. This was quite an achievement considering the participants. If you would like to get a copy of the complete transcript for the entire day-long proceeding, it can be found and downloaded at www.valleyofthestars.net.

If you need anything further, please do not hesitate to call upon me.

Robert L. Scott, Project Manager
Office of Planning & Research
818-712-9500 Fax 818-712-9182

Agenda

Vision2020 – Forum
February 21, 2002
Airtel Plaza Hotel, Van Nuys
Hosted by: The Economic Alliance
of the San Fernando Valley
A Collaborative Regional Initiative of the James Irvine Foundation

Countdown

The Vision Statement – Bert Boeckmann, Civic Leader, Galpin Motors

Introduction – David Fleming, Chair, Economic Alliance SFV

The Vision2020 Process/Outcomes – Bruce Ackerman, President/CEO

The Initial Report/Acknowledgements – Bob Scott, Vice Chair, Project Director

Regional Overview – Jim Gosnell, Director of Planning, Southern California Association of Governments

Vision2020 – Initial Report

The Changing Face of the San Fernando Valley
Joel Kotkin, Senior Fellow, Pepperdine University, Davenport School of Public Policy

Population & Density
Don Schultz, President Van Nuys Homeowners Association

Land Use & Urban Form
Gordon Murley, President, San Fernando Valley Federation of Homeowners

Transportation & Circulation
Richard Katz, Richard Katz Consulting

Environment & Quality of Life
Lesley Devine, Chair, Environment RT, Mayor Pro Tem Calabasas

Education & Opportunity
Jolene Koester, President, Cal State University Northridge

Leadership, Governance & Policy
Bob Rodine, The Polaris Group

Market Driven Strategies
Sandy Paris, Paris Industrial Parks

Economic Development
Helen Hernandez, The Legacy Group International

Civic & Leadership Initiatives
Leroy Chase, President/CEO, Boys & Girls Club of the San Fernando Valley

Implementation Strategies and Action Plans

Adjournment to Reception

Vision2020 Action – Next Steps

Action Focus Area	Priority	Next Step to Realizing Our Vision Actions to be taken
Town Centers, Regional Centers	High Medium Low	
Smart Growth & Livable Cities	High Medium Low	
Industry Clusters & Preservation of Industrial Lands	High Medium Low	
Open Spaces & Parks Conservation	High Medium Low	
Transit Technologies and Routes	High Medium Low	
Funding for Infrastructure, Public Transportation, Streets & Highways	High Medium Low	
Education – Workforce, K-12, Colleges & Universities, ROC/ROP	High Medium Low	
Governance Organization & Reform Neighborhood Associations	High Medium Low	
Utilization of Technology Utility/Resource Alternatives	High Medium Low	
Economic Development Strategies – Commercial Opportunities	High Medium Low	
Land Recycling and Re-use	High Medium Low	
Architecture, Landmarks, Arts, Culture & Preservation	High Medium Low	
Housing Stock, Balance Access to Transportation & Amenities	High Medium Low	
	High Medium Low	
	High Medium Low	

(Continued)

Name:_____

PARTICIPATE – I would be willing join a workgroup in the following Action Initiative Focus Centers:

_____

_____

_____

RESOURCES – I can offer the following resources:

_____

_____

_____

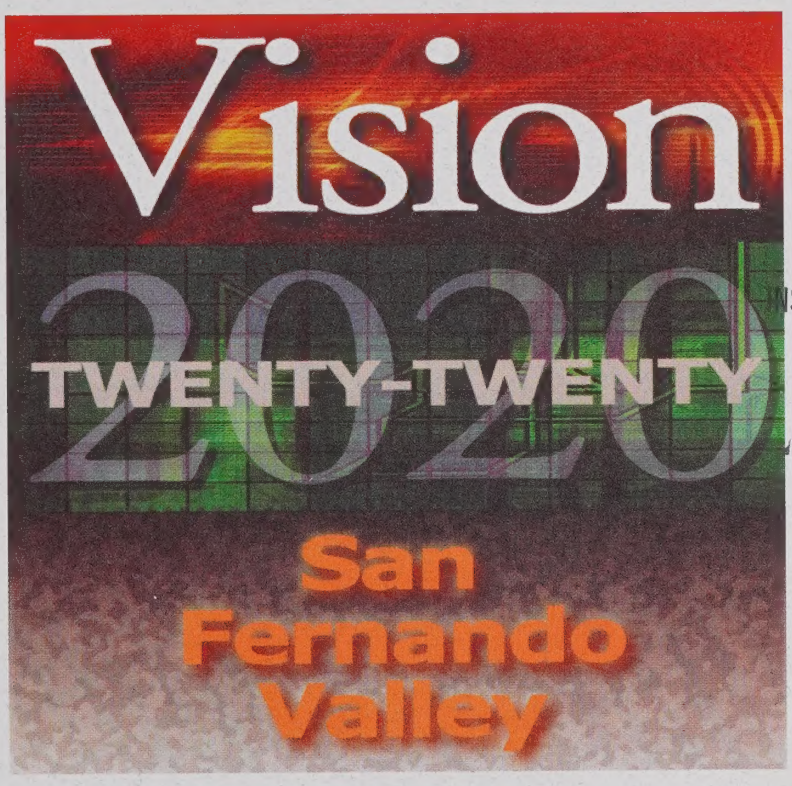
RECOMMENDATIONS – I have the following additional recommendations:

_____

_____

_____

Additional Comments:



Initial Report

February 2002

Economic Alliance of the San Fernando Valley
5121 Van Nuys Boulevard Ste 200 Sherman Oaks, California 91403
818-379-7000 Fax 379-7077 · Email: alliance@valleyofthestars.org

Vision2020: The San Fernando Valley

Shared Values and Goals for the San Fernando Valley,
developed through the region's stakeholders
February 21, 2002

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E. Environment & Quality of Life

F. Education & Opportunity

G. Leadership Governance & Policy

IV. Recommendations for Implementation

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B. Economic Development

C. Civic & Leadership Initiatives

V. Appendices

A. Glossary

B. The Changing Face of the San Fernando Valley
Full Text of Report

Introduction

Vision2020: The San Fernando Valley is a project of the Economic Alliance of the San Fernando Valley—creating and implementing a unified and coherent vision for the region over the next two decades. This cross-jurisdictional collaboration is focused on vitalizing the area's economy, offering opportunities to broaden the base of prosperity, and providing an ongoing mechanism for sustaining the quality of life in Valley communities.

While the process cannot provide complete consensus on all issues, this set of shared values enjoys a very high level of support from participants. Outreach to more than 1,000 San Fernando Valley leaders, and the involvement of over 400 active participants assured a reliable outcome. This is a concept document intended to provide principles and guidance for regional stewardship. This project was made possible through funding from The James Irvine Foundation.

Thoughtful and creative planning is the key to sustainable and prosperous communities. General and community plan elements need to be kept dynamic and relevant, and given life through marketing and enforcement, in order to effectively shape communities of the region. Sustained quality of life and broad based prosperity are keys to maintaining community and regional vitality.

I. The Vision

In the year 2020 the San Fernando Valley is a balanced and sustainable region built upon Regional Centers, local nodes and community-oriented Town Centers. The centers are connected by a well-developed and carefully coordinated system of streets, highways and public transit, which allows a free flow of passengers and goods.

The San Fernando Valley of 2020 is a geographically unique and growing region comprised of the cities of Burbank, Calabasas, Glendale, Hidden Hills, San Fernando, and a portion of the City of Los Angeles. It has a strong sense of identity and regional pride.

Town Centers sit at the core of Valley communities. These multi-point destinations feature complementary mixed-uses and a balance of amenities—one that includes: shopping, dining, entertainment, recreation, services and enrichment—all found within walking distance of one another. Town Centers showcase unique local arts, character and culture, which strengthens the sense of place and heightens community spirit.

In 2020, Regional Centers such as Van Nuys, Warner Center and the downtowns of Burbank and Glendale have grown in prominence. They continue to serve the regional needs of the San Fernando Valley.

Public transit is readily accessible to higher density population centers and corridors, and the region is further served by high-speed, high-capacity transit lines that link the Valley with the rest of Southern California and beyond. Streets and highways are upgraded and technologically enhanced to provide optimal service.

Valley "governance" is provided through cooperative activities of government and civic leaders, who, through technology, are constantly linked to the community. Valley cities continue to work together to create and coordinate infrastructure, transportation, and environmental programming.

The region adjusts to changes in population by utilizing Smart Growth principles and Livable Cities strategies, to minimize impacts on existing residents. Regional, city and community plans are regularly updated to accommodate the changing needs of the region.

Economic development is supported as a means to provide an ever-increasing array of opportunities to residents and businesses. Targeting

a mix of growth industries to build momentum, and solid core industries to provide long-term stability increases economic strength. The industrial base is broadly diversified with leadership in a number of significant industry clusters. Sufficient industrial land is reserved to accommodate the retention and attraction of quality job-producing industries.

A wide variety and adequate stock of housing is available to fill the needs of residents at all income levels. Jobs-housing balance is a continuing goal, and higher capacity housing is situated in and adjacent to centers and transit hubs. Centers and hubs all have sufficient access and parking, virtually eliminating impacts on adjacent residential communities.

New emphasis has been placed upon preservation of natural assets, cultural sites and historic structures. Distinctive architecture highlights public facilities, and there is an increased stock of libraries and other cultural venues. Neighborhoods are safe, attractive and walkable.

Parks, recreation and cultural facilities are abundant, well maintained, and coordinated with the centers. The Valley's natural resources comprise a well-established and carefully protected network of open spaces, wildlife areas, lakes, waterways, and landmarks. Public spaces in all communities are well landscaped and carefully maintained.

The educational system centers on lifelong learning, workforce preparedness, and providing access to opportunities. Facilities have ample capacity, pleasant surroundings and are conducive to learning. Schools, libraries and other institutions are integrated into communities and centers, and provide seamless community benefits through the sharing of resources.

This is the San Fernando Valley of the year 2020.

II. Executive Summary

The San Fernando Valley as seen in the year 2020

Through the lens of Vision2020 we are transported forward nearly two decades, and called upon to view ourselves, our values, and our goals for the San Fernando Valley of the future.

Population & Density

For over a century, the San Fernando Valley has been marketed as an attractive place to live and work. As a result, the region's population continues to grow between 2000 and 2020. But, Smart Growth principles and Livable Communities strategies are employed to provide added capacity while minimizing environmental and infrastructure impacts. This includes the development of mixed-use centers in communities, along with higher capacity housing situated near centers and transportation lines. The key to growth accommodation is planning for jobs-housing balance and adequacy of infrastructure and amenities. Educational capacities are increased and innovative approaches are taken in the development of new facilities.

Land Use & Urban Form

Vision2020 supports an expanded "centers" concept encouraging community-oriented "Town Centers," which feature complementary mixed uses. Shopping, dining, entertainment, recreation, services and enrichment are all found within walking distance. These centers are well defined and feature creative themes that reflect the unique culture and markets of surrounding communities. Locally owned businesses add a sense of place, and showcase the character of the community.

Town Centers have ready access to, parking, public transportation, and an up-to-date system of streets and highways. Some include shared libraries, small schools, cultural venues and other public facilities. They are aesthetically pleasing, pedestrian friendly, well maintained spaces that include distinctive architecture, public art, and elements of local culture.

Regional Centers continue to serve the regional needs of the San Fernando Valley. They have evolved into around-the-clock pedestrian friendly areas attracting residents and tourists. They are linked to the region and to major destinations by a comprehensive public transportation system and an advanced system of streets and highways.

An adequate supply of housing opportunities exists in all economic ranges. Single-family neighborhoods are protected, as higher density residential development is clustered in and around Town Centers. Residents enjoy a safe secure environment, pleasant surroundings and ready access to public transportation.

Great care is taken to assure that there is an appropriate ratio of available lands to provide local-serving amenities and facilities. Wealth and job producing industrial lands are preserved, and commercial access to critical infrastructure and transportation is a priority.

Renewal is facilitated through the rotation of obsolete land uses, with developers and investors having incentives to privately redevelop aging properties and underutilized lands. These include innovations in "envelope" pre-entitlements, and fast track processing for Vision-friendly projects. Development is focused near transit stations and Town Centers.

Transportation & Circulation

Because of cooperative activities of government and civic leaders, who, through technology, are constantly linked to the community.
Public transit is improved to serve the dependent as well as to attract discretionary passengers, with clean, safe, reliable and rapid systems. Bus guideways provide an alternative to fixed rail and perform favorably in cost, flexibility and capacity. The guideways are also shared with High Occupancy Vehicles (HOVs). Wait times are minimized and intermodal transfers are virtually seamless. Advanced "smart" shuttles are used as collectors to feed the transit corridors.

Dedicated transit pathways extend from North Hollywood to Warner Center as well as from Sylmar to North Hollywood. With the addition of a Canoga Avenue line the system moves closer to becoming a ring circling the Valley. Additional transit segments include North Hollywood to Pasadena, Granada Hills to Westwood, tunnels from Woodland Hills to the West Side, and from Glendale to Palmdale. High-speed fixed guideways extend from Palmdale to Westchester and from Ventura to Claremont.

Environment & Quality of Life

The region enjoys a healthy environment and high quality of life. Environmental concerns are reconciled with those of a growing population and the need for economic development. Clear concise conservation policies and strategies are established and open spaces are enhanced through Smart Growth, mixed-use, and innovative planning and design.

Residents, businesses and developers are engaged in the planning process at an early stage, and given the tools for meaningful and well-informed participation.

New emphasis has been placed upon preservation of natural assets, cultural sites and historic structures. Distinctive architecture highlights public facilities, and there is an increased stock of libraries and cultural venues. Safe, attractive and walkable neighborhoods feature "pocket parks" and ready access to transportation.

Technologies and programming have helped to improve air quality, reduce power demands, recycle water and conquer visual blight. Air quality improves through an expanded public transit system, added use of clean fuels, and reduced vehicle trips to multi-point destinations in Town Centers and Regional Centers. Secondary irrigation systems make use of reclaimed water, and efficient solar, gas and power conversion technologies are brought on line.

Education & Opportunity

Valley school systems and educational institutions offer globally competitive curricula and standards for all learners, with emphasis on the needs of employers and essential life skills, as well as emphasis on "lifelong learning" opportunitie. Educational standards are carefully developed and rigorously enforced, with the educational commitment carrying over into the home. Educational institutions have access to increased resources to keep pace with the expanding educational needs of the student population.

Critical to the development of high quality jobs in the Valley is the availability of an educated workforce. There is a broad array of vocational and higher education opportunities available to Valley residents. Adult learners and career seekers have well-defined career paths, and are committed to lifelong learning. There are a wide variety of educational and occupational programs available to employers and to the workforce.

Community Colleges have strong support and participation as vital links to higher education and quality careers. Occupational Centers, vocational schools, and secondary school industrial arts programs offer additional support for trades and higher skill employment.

Technology is accessible to all students, with teachers well versed in its implementation. It is also used as an aid to further the educational process.

Educational institutions are conducive to learning, providing safe, aesthetically pleasing, friendly and tolerant atmospheres. New innovations in primary and secondary schools include smaller schools, academies, and satellite campuses adjacent to Town Centers. Charter schools and charter clusters offer more alternatives, and schools are able to share and co-locate facilities such as libraries and assembly halls with other institutions and community centers.

Leadership Governance & Policy

The San Fernando Valley of 2020 enjoys the benefit of continued political maturity coupled with the strengthening of its civic and social culture. It has evolved into a model for cooperative local governance. All residents and neighborhoods are the beneficiaries of fair and equal treatment, and technology has enabled effective two-way communication between stakeholders and elected officials.

Leadership is committed to sustainability—preserving and improving the quality of life in Valley communities. Open spaces and natural resources are carefully cultivated and protected, and there is a commitment to neighborhood enhancement. Balance is achieved between jobs, housing, amenities, facilities, infrastructure and the environment.

"Town Centers" are broadly supported, and each has developed its own unique architectural and cultural character. Local and regional centers are linked to a comprehensive public transportation system. Realizing that more than 90% of travel is still by private vehicle, leadership continues its commitment to upgrade and enhance the system of streets and highways through capacity building, technology and improved operations.

Broad based prosperity has been advanced through an improved educational network, which promotes access to career opportunities and quality employment. Economic development is supported as a means to provide an ever-increasing array of opportunities to residents and businesses.

Government, businesses, and community leadership cooperate in an expanded civic governance structure—planning and coordinating the Valley's future. Agencies and levels of government share a cross-jurisdictional, regional perspective on issues of land use, infrastructure and environmental impacts. General and community plans are kept up to date, enforced and actively promoted.

Recommendations for Implementation

Market-Driven Strategies

Planning, development and renewal goals are fully realized when supported by the community and driven by the market. The San Fernando Valley works aggressively to promote Vision-friendly projects and renewal, and to attract quality jobs and careers for a changing population.

The renewal and development process is quick, clear and concise. This prevents unnecessary expense and uncertainty. The region is made more attractive to quality economic opportunities through improved by-right processing, remediation guarantees and pre-packaged "envelope" entitlements. These promote the market-driven renewal of large and difficult sites.

Community Redevelopment Agencies are legislatively reformed to be more flexible and to be able to target specific areas to support innovative redevelopment strategies. These include working in new forms of focused public/private partnerships and in developing special funds and land combinations to facilitate renewal. Neglected, aging and obsolete properties are identified and promoted as private renewal opportunities.

Industrial properties are protected in order to preserve a manufacturing core and provide opportunities for economic growth. Contemporary designs and pleasing environments attract commercial tenants. Transportation and infrastructure is adequate and readily available, as are a range of housing opportunities and a balance of amenities. Town Centers are attractive and well managed to promote success for participating businesses. The overall tax and regulatory structure is fair and competitive.

Economic Development

Economic development is important to the ongoing viability of a region because business and industry attraction efforts are played out on a national and international stage. For the San Fernando Valley to maintain its competitive strength, it has to continue to aggressively work to attract quality commerce and employment.

In 2020, economic strength is increased through targeting a mix of growth industries to build momentum, and solid core industries to provide long-term stability. The industrial base is broadly diversified with leadership in a number of significant industry clusters.

Industry clusters are well developed and continually marketed to attract new complementary firms. The existing base of high-tech and highly skilled employees provides an attraction for related industries, which in turn, provide a wide variety of job and career opportunities at all skill levels.

Clean industries, and those offering quality jobs and opportunities are targeted, recruited and incentivized. Increased infrastructure provides ready access to utilities and state-of-the-art communications technologies.

Workforce demands are monitored and coordinated with educational offerings and training programs to support the labor pool. With a world-class educational system, residents are able to access career opportunities and provide a ready workforce.

Vision-friendly development is facilitated and commercial uses are designed to complement adjacent residential districts. Incentive programs for retail projects help to attract a quality mix of shopping, dining, recreational, service and entertainment tenants to Town Centers. Emphasis is also placed on the cultivation of unique local businesses.

Civic & Leadership Initiatives

"Governance" in the San Fernando Valley is provided through cooperative activities of government and civic leaders. Technology connects them to the community in constant two-way dialogue, providing them with tools and information to make meaningful contributions. Collaborative regional groups help to coordinate regional policies, planning and implementation. Resources and funding for public projects are developed through well-organized funding collaboratives comprised of government and civic leadership.

Planning agencies work to keep plans relevant and up to date, and to encourage enforcement and compliance—also, to coordinate land use, infrastructure and environmental impacts among jurisdictions. Success stories and best practices are used as models for future development and Special districts, sub-areas and subregions exist to bring categories of governance to their most efficient and appropriate level.

Renewal and redevelopment strategies encourage market-driven projects that meet community needs. Funding mechanisms are reformed to eliminate fiscalization of land use as a primary consideration. Loans and other programs promote home ownership and encourage community investment.

Special assessment districts and other publicly recognized community associations empower citizens to take responsibility for common interests, projecting their efforts into public spaces. This includes the creation of neighborhood associations or Neighborhood Improvement Districts, as well as the enhancement of merchants' associations, retail districts, and Business Improvement Districts.

Public advocates ("Ombudsmen") exist at all levels to represent the interests of the taxpayers/ratepayers and residents before boards, commissions and councils.

Vision2020 evolves under the aegis of the Economic Alliance of the San Fernando Valley, along with the cooperation and support of its strategic partners, participants and community groups represented in the original process.

Issue champions proceed to the next phase, establishing working groups to develop long-term strategies to achieve the goals and objectives of Vision2020.

III. Facets of the Vision

A. The Changing Face of the San Fernando Valley

By Joel Kotkin

Few places in America over the past quarter century have undergone as profound a change in its ethnic character than the San Fernando Valley. Back in the 1970s, the region was perceived—and rightly so—as a bastion of predominately Anglo, middle class residents living adjacent the most cosmopolitan society of Los Angeles.

Today that reality is drastically changed. Since the 1970s the Valley has itself become increasingly multi-racial, largely as the result of migration of immigrants from such diverse places as Mexico, El Salvador, Iran, Israel, Armenia, Vietnam, Korea, India and China. By 1990, this pattern was already well formed. A decade later, the evidence is incontrovertible. One-third of the Valley's 1.7 million residents are foreign born; only half are Anglo, and many are themselves recent immigrants.

Indeed today, the Valley is not only as diverse as the rest of Los Angeles, but in some ways more so. Glendale, for example, now boasts the largest concentration of ethnic Armenians outside Armenia itself. The Los Angeles portions of the Valley contain not only the city's most heavily Latino district, but also those that have the largest percentages of mixed race households. The Valley today is an ethnic kaleidoscope of a new Los Angeles and new America—melting pot, salad bowl, home to both ethnic mobility and pockets of deep-seated poverty.

As the Valley, both the Los Angeles portion and the independent cities, work to achieve a vision for the new century; it is an increasingly cosmopolitan, diverse and racially intermixed region united by a common geography, economy and, to a large extent, middle class aspirations. Based on these shared grounds Valley residents of the year 2020 will have built a new kind of commonwealth that could become a model for 21st Century Southern California.

B. Population & Density

- Because the Valley remains an attractive area in which to live and work, population growth will continue.
- In 2020, the population of the San Fernando Valley region exceeds 2 million residents.
- Reasonable growth is accommodated and potential economic opportunities are maximized using "Smart Growth" principles and "Livable Communities" strategies.
- Density and growth is encouraged around Town Centers and transit stations.
- Innovative planning and zoning of residential properties provide increased capacity.
- An adequate supply of housing opportunities exists in all economic ranges.
- New types of housing exist, which provide for extended families and cooperative living arrangements.
- Transportation keeps pace with increased density and population.
- Development and growth does not exceed the capacity of the infrastructure, e.g. schools, transportation, utilities, etc.
- Regulations on habitation and occupancy are enforced to minimize neighborhood impacts and protect residents.
- The needs of a diverse and ever-changing population are met.

C. Land Use & Urban Form

Residential

- Residential capacity is increased at a reasonable rate.
- Increases in density occur in "Smart Growth" clusters, near transit hubs, Town Centers and other amenities.
- An adequate supply of housing exists in all economic ranges, including creatively developed, attractive, and "affordable" housing for low-income residents.
- Existing single-family neighborhoods are protected.

Commercial

- Town Centers provide community focus by showcasing the unique character of each area, and allowing for a complementary mix of shopping, dining, entertainment, recreation, enrichment and other similar activities.
- Creative approaches to planning and zoning incentivize the growth of retail clusters and mixed uses.
- Mixed-use areas and Town Centers are well defined and easily identified.
- Through planning and zoning, retail uses are encouraged to locate in Town Centers and pedestrian oriented districts, and away from strip malls.
- There is an abundance of unique, locally owned retail stores that reflect local culture and markets.
- Worksites and offices are located near regional and community centers, with easy access to public transportation.
- Commercial uses and Town Centers have adequate parking areas, which are located and designed to minimize impacts on neighboring residents.

Industrial

- An adequate supply of industrially zoned property is preserved and protected.
- Access is readily available to high-capacity utilities including gas, water, sewers, communications, fiber-optics and evolving technologies.
- Industrial parks and clusters have easy access to centers and higher capacity housing, including public transit and upgraded streets and highways.

Public Spaces

- The unique culture of each community is focused and reflected in its Town Center, facilities and other public spaces.
- Open spaces, such as parks and "pocket parks" are plentiful and accessible.
- Public spaces, such as medians, parkways and yards, are landscaped, well maintained and accessible.
- A wide range of "public art" is encouraged, increased and supported by private entities.
- Public spaces, facilities and resources are efficiently shared among various community interests, e.g. libraries, assembly halls and day care facilities.
- Adequate sites are identified for re-dedication to create new schools and other public facilities.

Jobs-Housing Balance

- The distribution of residential property provides a reasonable balance between jobs and housing.
- Residents have access to information on local job and career opportunities, which helps to match jobs with housing and reduce commutes.

Town Centers

- Areas known as "Town Centers" are developed around geographic center points, which are established for each city or community.

- New development options include mixed uses, including residential and commercial located above retail and adjacent to walkable pedestrian-oriented districts.

- Mixed-use developments include innovative combinations of commercial and "clean" industrial uses (e.g. software, communications, information, etc.).

- Town Centers are supported by the infrastructure and linked to the comprehensive regional transportation system.

- Shopping, dining, entertainment, recreation and enrichment provide anchors for Town Centers, and the co-location of a broad range of goods and services helps to decrease vehicle trips.

- Careful attention is given to a complementary commercial tenant mix, which reflects the local culture and meets local needs.

- Offices and "clean" commercial activities (e.g. software, communications, information, etc.) are adjacent to and above pedestrian-serving uses in Town Centers.

- Community resources such as schools, libraries other public facilities are adjacent to some centers.

- Adaptive re-use strategies are applied to renew obsolete properties.

Regional Centers

- Regional Centers generally consist of higher density development with greater building height and a mix of uses.

- Regional Centers are pedestrian friendly and designed with amenities to encourage foot traffic.

- Local public transit circulates through the Regional Centers on a predictable and frequent basis. Regional Centers include transit hubs, serving local and regional destinations and offering express modes.

- Regional Centers provide 24-hour environments attracting travelers and tourists, as well as local and regional residents.
- Regional Centers are focal points for infrastructure and transportation program funding.
- Incentive programs, such as tax credits, assist in attracting quality businesses and jobs to Regional Centers.

Aesthetics

- High quality architectural design is encouraged and incentivized.
- The Valley features numerous architecturally significant structures and landmarks with themes emphasizing the history and culture of the region and of local communities.
- Billboards and outdoor signage is minimized and coordinated, and commercial sign clutter is systematically reduced.
- Utilities are aesthetically pleasing and complementary to surrounding neighborhoods, and concealed whenever practical.
- Night lighting and security lighting is appropriately contained to make areas more attractive, and to reduce impacts on residents.

Neighborhoods

- Single-family residential communities are tranquil, safe, and attractive—a valued tradition for the region.
- Residents have access to a full array of amenities and resources.
- Neighborhoods are walkable and pedestrian friendly with access to public transportation parks and open spaces.
- Neighborhoods reflect the historical and cultural character of the area.
- Neighborhood schools are part of a world-class educational system.

Special Uses

- Equestrian areas and zoning are protected, maintained and enhanced where appropriate, and include the addition of interconnected trails and facilities.

- Historical structures and sites are protected and enhanced.

- Special attention is given to quality of life concerns in transitional areas where housing demand is great, and rural lots are susceptible to further subdivision.

D. Transportation & Circulation

Private Transit Modes

- A safe and reliable transportation network of freeways and thoroughfares exists, which takes advantage of technologies and innovative operating procedures to optimize capacity.

- Over 90% of the transportation system is made up of cars and other private vehicles, with the majority of public transit trips being made by bus and van. Capacity has been added to major arterials and freeways. Essential supportive infrastructure projects and maintenance are a high funding priority.

- In order for transportation system expansion to keep pace with demand, transportation system management and efficiency has been improved through advanced technology, such as intelligent transportation system (ITS). This also includes: advanced traffic management through operation centers, signal synchronization, ramp meters, alternative route, traffic and weather condition information, demand responsive transit services, "smart bus," etc.

- Selected Valley arterials are widened and are equipped with signal synchronization and other ITS technology, turning them into "super-streets" that provide improved alternatives to the freeways.

- High occupancy vehicle lanes (HOV) continue to promote ride sharing and help to reduce congestion.

- A seamless network of limited-access lanes exists on all freeways. These lanes provide relatively uncongested paths for emergency vehicles, transit vehicles, carpools, and, in the case of High Occupancy Toll (HOT) lanes individual drivers willing to pay for uncongested travel.

- Additional limited access corridors are developed, linking the Valley to Pacific Palisades and the West Side, improving the connectivity of the system.

- New links in the freeway system, external to the Valley, are completed, improving access to other parts of Southern California (e.g., new route from Glendale to Palmdale; and completion of the I-710 missing link).

- Non-motorized transportation modes such as walking and bicycles play an increasingly important role in moving people and supporting pedestrian-friendly places.

- Air quality goals are met through a combination of more efficient vehicles, alternative fuels, and changes in travel behavior.

Serving the Transit Dependent

- Transit demand and trips are continually monitored to assure service for a growing population.

- Public transit is reliable and predictable, running on convenient schedules with optimized headways.

- Major corridors are served by advanced shuttle and collector systems.

- Transit vehicles and stations are safe, clean and comfortable.

Attracting Commuters – Service Enhancements

- Quick, convenient public transportation systems service major corridors with high-speed, high-capacity, grade-separated ground access technologies.

- Dedicated preemptive routes include HOV/HOT (High Occupancy Vehicle/Toll) lanes, busways, and high-speed guideways, which stimulate ridership and reduce congestion.

- New modes of public transportation are encouraged, particularly those separated from the normal flow of traffic, which are fast and economically efficient.

- There is adequate ground access to commercial and general aviation airports serving the Valley, including an expanded "Flyaway" terminal system.

- Transit vehicles and stations are safe, clean and comfortable.

- Public transit features easy accessibility and convenient scheduling.

- Transit includes the widest practical diversity of destinations, with seamless transfers between transit modes.

- Smart shuttles and "jitneys" collect local passengers and connect with major transit corridors to form an integrated and effective transit system.

Optimized Technologies

- High-capacity commuter systems optimize wait times.
- Transit pathways are engineered to enable retrofit to special guideways and other emerging technologies.
- Service areas are maximized using the most efficient capital and operating costs per passenger mile.
- Small electric vehicles (e.g. bikes, carts, personal transport devices) provide alternatives for individual short trips.

Mass Transit Corridors

- Available technologies (e.g., signal synchronization), practices and upgrades are used to maximize utilization of existing infrastructure.
- Phase I segments include: North Hollywood to Warner Center, Warner Center to Chatsworth, Chatsworth to Sylmar/San Fernando, and Sylmar/San Fernando to North Hollywood/Van Nuys.
- Phase II segments include: Granada Hills to Westwood, and North Hollywood to Pasadena.
- Phase III segments include: Woodland Hills to Pacific Palisades (Tunnel), Glendale to Palmdale (Tunnel), Palmdale to Westchester, and Ventura to Claremont (High Speed).

E. Environment & Quality of Life

Environmental Protection

- Policies for development are clearly established, respected and enforced.
- Citizen and stakeholder participation in development and decisions is encouraged. The public and the development community are kept informed.
- Regional and cumulative environmental impacts are considered and substantive mitigation is integrated into project plans.
- Resources and assets are identified and cataloged.
- Threats are assessed and managed.
- Concerted efforts are made to maximize the proportion of waste products that are recycled, thereby minimizing the impact on local landfills.
- A comprehensive hazardous waste system provides safe and easy disposal, pickup and drop-off of residential materials, as well as an efficient program for commercial and industrial byproducts.

Conservation

- Wise use of resources gives the region a healthy environment and high quality of life, while allowing for needed growth.
- The public is aware of environmental realities, and understands the interconnectivity of environmental issues, such as the relationship between automobile dependency and air quality.
- Indigenous plants and animals are protected and repopulated in established "Conservation Zones."
- Water conservation is enhanced through the use of lower consumption landscaping and innovative irrigation systems and techniques.
- Recycled water provides an alternative for agricultural and landscape irrigation through specialized secondary water system.

- The statewide availability of potable water is considered in advance of the establishment of growth plans.

- Alternative power systems such as solar, fuel cells and natural gas conversion provide a substantial share of residential and commercial needs.

- Energy conservation is enhanced through the use of new technologies, alternative lighting systems, improved appliances and more efficient machinery.

- Air quality continues to improve as a result of the expanded public transportation system.

- School buses use "clean fuels," such as electric and CNG, helping to improve air quality.

- Safe, efficient and attractive bikeways and walking paths are available and provide some alternative to motorized travel.

Open Space and Parks

- Open space, natural assets, historic buildings, and critical environmental areas are preserved where practicable.

- Open space, parks and recreational spaces add intrinsic value to neighborhoods, and are priorities in areas where there are deficiencies.

- Underutilized and vacant public lands are converted or recycled into parks and open spaces when feasible.

- Parks and open spaces are inventoried and monitored.

- Smart Growth principles are implemented to maximize open spaces.

- Mixed land uses and compact building designs are encouraged, in order to preserve open space.

- Neighborhoods are walkable and pedestrian friendly with access to public transportation parks and open spaces.

- "Pocket parks" are plentiful, especially within highly dense neighborhoods, which helps to promote and maintain "livability."

Quality of Life

- Each community is distinctive and attractive with a strong sense of place.
- Public safety is a high priority, and the area is among the safest in the nation.
- Comprehensive libraries and cultural venues are plentiful, and are readily accessible to communities.
- The area features numerous architecturally significant structures and landmarks that play an important role developing community identity and helping bring people together.
- Sound, market-friendly policies and incentives are used to improve community aesthetics.
- Existing communities are renewed and strengthened to help balance the distribution of regional development.
- "Green building" practices, that focus on the health and well-being of the occupants, and minimize impacts on the environment, are encouraged for new construction.
- Regional and cumulative impacts are considered and substantive mitigation is integrated into project plans when necessary.
- Technologies are utilized in meaningful ways to minimize noise, reduce visual blight, recycle water and improve air quality.
- Wildlife and preservation of natural open space is a valuable part of the identity and quality of life of the region.

Environmental Realities - Equity

- Because the Valley remains an attractive area in which to live and work, population growth is inevitable.
- An adequate supply of housing exists in all economic ranges, including creatively developed, attractive, and "affordable" housing for low-income residents.

- Policies for development are clearly established, respected and enforced.
- The public and the development community are kept informed, and their participation in the planning process is encouraged.
- Environmental policies are balanced with economic realities, and with the need for housing, jobs and community development.
- Environmental regulation is moderated, streamlined, and limited to concerns based on "hard science."
- Environmental regulations are respected and enforced.
- Brownfields and contaminated sites are inventoried and remedied. Public information is provided to add value and relieve the stigma of the re-use of such sites.
- A variety of transportation alternatives are available with a reduced dependency on the automobile.

F. Education & Opportunity

Shared Values

- School districts and educational systems in the San Fernando Valley are excellent and globally competitive, for both children and adults.
- All school districts and educational systems in the San Fernando Valley receive fair and equal treatment, as do students of all socio-economic levels.
- Educational leadership provides access to residents and businesses, and encourages input from citizens and stakeholders, who actively participate in planning and development.
- The region enjoys broadly based support for school districts and educational systems.
- Students, educators, residents and the workforce are well informed and committed to the concept of lifelong learning.
- Families take an active part in the process of education, extending learning into the home.

The Workforce

- The workforce is well educated and highly qualified.
- The workforce has access to a wide variety of training and educational resources.
- The existing base of high-tech and highly skilled employees provides an attraction for related industries.
- Local employers work in close collaboration with the Community Colleges and other institutions to identify the skill sets—both entry level and advanced—which are required by industry.
- Skill-appropriate career paths and counseling are available for all residents at all levels.

Educators

- Educators are properly credentialed and highly qualified.
- Local school districts provide desirable opportunities for employment.
- Educational institutions have access to increased resources to keep pace with the expanding educational needs of the growing student population.

Standards & Curricula

- Benchmarks are established and educational standards are put into practice.
- Educational standards are rigorously enforced and globally competitive.
- Curricula are designed to support meaningful careers, provide job capabilities and cultivate life skills.
- Leadership, management, innovation and creativity are high priorities in the educational curricula, along with critical thinking skills.
- Community College programming for workforce training is recognized as a vital link to opportunity and as a stepping-stone for higher education. It is well-coordinated, encouraged and properly funded.
- Regional Occupational Centers and Programs (ROCs/ROPs) are well-respected within the educational system as providing viable alternatives to college and university education.
- Industrial arts classes are available in appropriate secondary and post-secondary institutions.
- Private trade and vocational schools are encouraged and supported.
- Educators are well versed in emerging technologies, and promote technical knowledge among their students.
- Technology is accessible to all students.

- Technology is used as an aid for educational programs, as appropriate.

- There is a renewed emphasis on science and environmental education at all levels, especially in primary education.

School Facilities

- Educational institutions and environments are conducive to learning. They provide safe, aesthetically pleasing, friendly, and tolerant atmospheres.

- Appropriate class sizes are the norm through adequate funding, proper staffing and innovative use of technology.

- Charter schools, charter clusters and other pioneering programs provide more educational options, and continue to provide educational access for a diverse population.

- New school facilities are planned in coordination with local jurisdictions.

- Secondary school "academies" are local and readily available to qualified applicants.

- There are an ever-increasing number of smaller schools, academies and satellite campuses, many of which are integrated into Town Centers.

- Schools often share libraries, assembly halls and other facilities co-located in Town Centers.

G. Leadership Governance & Policy

Shared Values

- Leadership is committed to maintaining livable, sustainable communities, and preserving quality of life for Valley residents.
- All neighborhoods and communities receive fair and equal treatment, as do residents of all socio-economic levels.
- Residents and businesses have easy access to governance and government.
- Input is sought from all stakeholders in all geographic areas and from all walks of life, who actively participate in the planning and development of public policy.
- The region enjoys broad based prosperity.
- Land uses and available amenities and facilities are appropriately balanced in all communities.
- Each community is distinctive and attractive with a strong sense of place.
- The area features numerous architecturally significant structures and landmarks that play an important role developing community identity and helping bring people together.
- Open space and wildlife conservation are recognized as critical to the region's unique identity and quality of life.

The Economic Perspective

- Plans for economic growth are well-implemented.
- Successful communities feature an abundance of economic and employment opportunities.
- Access is readily available to high-capacity utilities including gas, water, sewers, communications, fiber-optics and evolving technologies.
- Investment is made in community renewal.

The Residential Perspective

- Single-family residential communities are tranquil, safe, and attractive—a valued tradition for the region.
-
- There is access to a full array of amenities and resources.
- Neighborhoods are walkable and pedestrian friendly with access to public transportation parks and open spaces.
- The region boasts a world-class educational system.

Priorities

- Governance structures function in the best interests of communities.
- A thoughtful balance is struck between protecting existing residents and businesses and accommodating future growth.
- Government, non-profit and civic organizations work together to achieve the communities' vision.
- Government projects are well coordinated between the different levels and agencies: federal, state, and local—public works, CRA, planning, etc.
- The City of Los Angeles maintains excellent communications and coordination with neighboring jurisdictions.
- Land use, infrastructure and environmental impacts are coordinated among jurisdictions and between affected regions.
- Regional and cumulative impacts are considered and substantive mitigation is integrated into project plans when necessary.

IV. Recommendations for Implementation

A. Market-Driven Strategies

Attracting & Enabling Quality Development

- Incentive programs promote investment in vision-friendly projects and development.
- Developmental processing and determinations are rapid and straightforward so as to avoid uncertainty and excessive cost.
- "Envelope entitlements" provide by-right standards to allow growth within bounds on targeted projects, and discretionary developmental processes are kept to a minimum.
- New tools support renewal strategies by underwriting environmental risks, and by providing guaranteed permits through "envelope entitlements."
- Special funds provide a vehicle for targeted land-assemblage, combining private investment with public renewal tools.
- Community Redevelopment Agencies (CRAs) are used to renew and recycle aging areas and obsolete properties through focused initiatives.
- CRA's are legislatively reformed to focus redevelopment efforts on targeted properties, and to be able to work as a catalyst for renewal.

Attracting & Enabling Quality Employers

- The permit process is efficient and user-friendly to applicants, businesses and residents alike.
- The overall business tax and regulatory structure is reasonable and competitive.

Industrial Priorities

- An adequate supply of industrially zoned property is preserved and protected.

- Special programs and incentives exist for targeted industries.

Commercial and Office Priorities

- Contemporary design and pleasant working environments attract leading commercial interests and quality employment opportunities.
- Access is readily available to high-capacity utilities including gas, water, sewers, communications, fiber-optics and evolving technologies.
- Amenities and parking are readily available.
- An adequate supply of housing opportunities exists in all economic ranges.
- A wide range of housing opportunities exist at all economic levels.
- Modern, effective transportation services commercial areas.

Retail and Service Uses – Balancing Amenities

- There is a wide range of convenient shopping opportunities.
- Town Centers are developed with pedestrian oriented districts.
- Mixed-use projects are established where appropriate.

Community Development

- Policies and innovative loan programs encourage home ownership, particularly among lower-income residents.
- Neglected, aging and obsolete properties are inventoried and tracked. When appropriate, they are promoted as renewal opportunities.
- Brownfields and contaminated sites are inventoried and remedied. Public information is provided to add value and relieve the stigma of re-use of such sites.
- Special programs underwrite risks normally associated with the development of contaminated properties.

B. Economic Development

- The industrial base is broadly diversified with leadership in a number of significant industry clusters.

- Industrial clusters are well developed and continually marketed to attract new and emerging industries.

- Certain industries are targeted, recruited and incentivized:

  - Core industries with long-term stability
  - Growth industries
  - Environmentally friendly industries
  - Industries offering quality jobs and opportunities for career advancement

- The existing base of high-tech and highly skilled employees provides an attraction for related industries.

- Industry offers a wide variety of job and career opportunities at all skill levels.

- Workforce demands are monitored and coordinated with educational offerings and training programs to support the labor pool.

- The Northeast Valley leads the way in new opportunities for employment and economic development.

- Incentive programs help to attract a quality mix of shopping, dining, recreational, and entertainment tenants to Town Centers.

- Emphasis is placed on unique local businesses, particularly those situated in Town Centers.

- Local film production is booming and "runaway production" has diminished.

C. Civic & Leadership Initiatives

Community Programming

- Regional, General and community plan elements are regularly updated, actively implemented and adhered to.
- Collaborative regional groups help coordinate regional policies, planning and implementation.
- Communities actively identify and communicate their respective needs, concerns and goals.
- Best practices are implemented, and governance for local services is provided at the most efficient and appropriate level.
- San Fernando Valley sub-areas, sub-regions and districts are formed in all appropriate categories.
- Technology provides access, interaction and communication between residents, leadership and governance.
- Special assessment districts, e.g., Business Improvement Districts (BIDs), offer a tool for businesses to cooperate and to manage and improve public spaces.
- Community improvement efforts are strengthened with tools to incentivize compliance in community overlay districts, particularly for "grandfathered" uses.
- Civic organizations act as liaison and coordinate between community and educational leadership.
- A funding collaborative is established to support infrastructure and public serving facilities. This involves government, civic, business and community leadership.
- Policymakers promote renewal and redevelopment through their support of market-driven projects, which meet community needs.
- State statutes and policies are enacted to discourage fiscalization of land uses (e.g., development of retail, solely for the sales tax it will return).

- Residents, businesses and developers engage at early stages to encourage and facilitate vision-friendly projects.

- Civic initiatives and strategies for facilitation and implementation are created.

- Government leadership and support is provided.

- Civic and community advocates are able to implement the vision.

- Burdens on business, such as taxes, wage and benefit standards are competitive.

- "Neighborhood Associations" and Neighborhood Improvement Districts (NIDs) are an available tool to assist older neighborhoods in working to improve their quality of life.

- Town Councils, Business Improvement Districts Merchants' Associations and Homeowner Associations provide guidance and oversight for sub-areas, nodes and Town Centers.

- Public Advocates' (Ombudsman) offices exist in all levels of local government. These work independently from elected leaders providing information and representing the interests of consumers, businesses, residents and taxpayers before councils, boards and commissions.

Vision2020

- Vision2020 evolves under the aegis of the Economic Alliance of the San Fernando Valley, with the cooperation and support of all of the strategic partners, participants and community groups represented in the original process.

- A commitment is made to implementation of the principles embodied in the Vision2020 plan document.

- Issue champions proceed to the next phase, establishing working groups to develop long-term strategies to achieve the goals and objectives of Vision2020.

V. Appendices

A. Glossary

B. The Changing Face of the San Fernando Valley
Full Text of Report

Defined terms as used in the Vision2020 process.

Academies – Public and private educational institutions that offer career-oriented programs focusing upon particular fields or endeavors, which prepare students for work in those fields.

Best practices – Those strategies, activities or approaches that have been shown through research and evaluation to be most effective; when consensus is built around the efficiency and desirability of performing a function in a particular way.

Brownfields – Abandoned, idled, or under-utilized industrial and commercial facilities, where expansion or redevelopment is complicated by real or perceived environmental contamination. Proper remediation allows the land to be used for new purposes.

Business Improvement Districts – Business Improvement Districts (BIDs), work with government and businesses to provide for benefit assessment districts, and to manage and improve public spaces adjacent to businesses.

Charter Schools – Public schools that are directly chartered by the state, which are virtually autonomous and in control of their own budgets; usually created by a group of teachers, parents and community leaders and sponsored by an existing local public school board or county board of education. Charter schools are exempt from many laws governing school districts. They may not charge tuition to students, and their goals and operating procedures are detailed in an agreement between the sponsoring board and the charter organizers.

Clean Commercial – Refers to businesses and industries that offer quality jobs and opportunities with little or no impact to the environment and surrounding communities.

Clean Fuels – Fuels that generate low emissions, such as natural gas, and electricity, and have little or no impact on the environment.

Conservation Zones – Public or private areas designated by law or otherwise dedicated to the protection of natural resources, flora and fauna, e.g. Chatsworth Reservoir and Griffith Park.

Envelope Entitlements – Pre-approved development permits that provide by-right standards to allow growth within bounds for targeted

projects based on a set of criteria. Discretionary developmental processes are kept to a minimum, with some flexibility in configuration.

Flyaways – Methods of transportation, usually buses or vans, to and from local and regional airports, i.e. the Van Nuys Flyaway transports commuters from the Valley to LAX.

Grandfathered uses – In planning and zoning this term refers to a land use that predates a law or restriction and therefore compliance with such standards cannot be enforced.

Green Building - A "green" building can be defined as any building that is sited, designed, constructed, operated, and maintained for the health and well being of the occupants, while minimizing impact on the environment.

Governance– The cooperative activities of government and civic leaders to influence and enact policies, and to make decisions concerning public life, economic and social development.

Hard Science – The results of scientific studies completed by recognized and reputable research groups with sound scientific backing.

HOV/HOT Lanes – High Occupancy Vehicle and Toll lanes describe a network of limited-access lanes designed to promote ridesharing thereby decreasing the amount of vehicles on the highways at any given time. These lanes provide relatively uncongested paths for buses and transit vehicles, emergency vehicles, carpools, and, in the case of High Occupancy Toll (HOT) lanes individual drivers willing to pay for uncongested travel.

Industry Cluster – Grouping of allied businesses within a common geographic area that benefit from shared resources and a common pool of talent.

Incentivize – To offer incentives or an incentive to act in a certain way.

ITS – Intelligent Transportation System includes: advanced traffic management through operation centers, signal synchronization, ramp meters, alternative route, traffic and weather condition information, demand responsive transit services, “smart bus,” etc.

Jitneys – Small buses or small multi-passenger vehicles running on shared lanes within the general thoroughfare system that operate on fixed routes, but not fixed schedules.

Livable Cities/Communities – Areas accommodating added capacity while minimizing environmental and infrastructure impacts. This includes the development of mixed-use centers and higher capacity housing situated near centers and transportation lines. Key to growth accommodation is planning for jobs-housing balance and adequacy of amenities. Educational capacities are increased and innovative approaches are taken in the development of new facilities.

Livability – Refers to the quality of life, availability of amenities, community safety, health, environment, and resources within a community.

Mixed-use – Usually describing two or more uses in a single facility. Incorporates planning for more dense use of land, and use of development from existing standards. Refers to the mixing or combining of land uses in an attempt to reduce dependency on the automobile and increase sense of community. It is achieved by placing housing, jobs, services and recreational land uses closer together or on different stories of the same building, and is often within walking distance of public transit.

Multi-Point Destinations – A trip destination that involves more than one purpose or activity, such as combinations of shopping, dining, entertainment, recreation, services or enrichment.

Neighborhood Associations/Improvement Districts –"Neighborhood Associations" and Neighborhood Improvement Districts (NIDs) are an available tool to assist existing neighborhoods in working to improve their quality of life. They can enforce covenants written by the developer to maintain the original character of the neighborhood, control types of land use and aesthetics, help control the maintenance of streets, provide for refuse collection and provide services when local governments lack the necessary funding.

Open Spaces – May be passive and natural areas or developed open spaces such as parks.

Ombudsman – An official, supported by the government, who acts as an advocate for citizens. They work independently from elected leaders providing information and representing the interests of consumers, businesses, residents and taxpayers before councils, boards and commissions.

Pedestrian-Oriented District – Area where pedestrians can move about safely and easily and have access to commercial, entertainment and recreational activities.

Pocket Parks – Small parks on small plots of land that maximize the amount of open space in any given area.

Public Art – Art commissioned by cities, and created with the public in mind, to add beauty and character to the area. In some cases the art takes note of a unique event or feature of a city, to give special meaning to the area.

Public Spaces – Streets, sidewalks, parks, that are open to the public and offer convenience and a sense of place; they may be public or private commercial property.

Regional Centers –Around the clock pedestrian friendly areas attracting residents and tourists, linked to the region and major destinations by a comprehensive transportation system. e.g., Van Nuys, Warner Center and the Downtowns of Burbank and Glendale.

ROCs and ROPs – Regional Occupational Centers and Programs (ROCs/ROPs) are preparation programs that provide hands-on training in various careers to develop and enhance the employability of their students, thereby contributing to the economic growth of an area.

Runaway Production – When films formerly produced locally move production to another area, local jobs are lost, thereby negatively affecting local economy.

Smart Growth –A compact, efficient, and environmentally sensitive pattern of development employed to accommodate added capacity while minimizing environmental and infrastructure impacts. This includes the development of mixed-use centers in each community and higher capacity housing situated near centers. Transportation lines are developed and consideration is given to jobs-housing balance and ready availability of amenities.

Sprawl – A term in urban planning used to describe the negative affects of outward growth of urban development from the central core. The effects of sprawl include traffic congestion, overloading of infrastructure, increased public costs, loss of sense of place and decline in environmental quality. Open space is fragmented or eliminated along with agricultural areas and wildlife habitats.

Signal Synchronization – Refers to the computerized timing of a series of signals to allow for a more efficient flow of traffic.

Smart Shuttles – Shuttles that can be summoned to arrive at your convenience, thereby reducing wait times.

Stakeholders – People of all interests, walks of life and income levels, who have an interest in, and are affected by, community issues.

Transit Hubs/Centers – Stations that offer access to various forms of transportation with optimal schedules. Ideally they are situated in and near Regional and Town Centers.

Town Centers – Multi-point, 18-24 hour a day destinations with mixed-uses and creative themes that reflect the unique culture and markets of surrounding communities. Town Centers offer a balance of amenities: shopping, dining, entertainment, recreation, services and enrichment—all found within walking distance of one another. Town Centers showcase unique local arts, character and culture, and locally owned businesses, which strengthen the sense of place and heighten community spirit.

The Changing Face of the San Fernando Valley

By Joel Kotkin
Erika Ozuna
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A Project of: Pepperdine University-School of Public Policy and the Economic Alliance of the San Fernando Valley

Economic Alliance of the San Fernando Valley

PEPPERDINE UNIVERSITY SCHOOL of PUBLIC POLICY

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"In tackling these challenges, the Valley's leadership must work not only to address these issues but do so in a way that stresses the common challenges an increasingly diverse population faces. There is no Latino housing crisis, or Armenian crime problem, or Vietnamese education deficit. These are common problems faced by all Valleyites; they can only be solved by this community acting as one."

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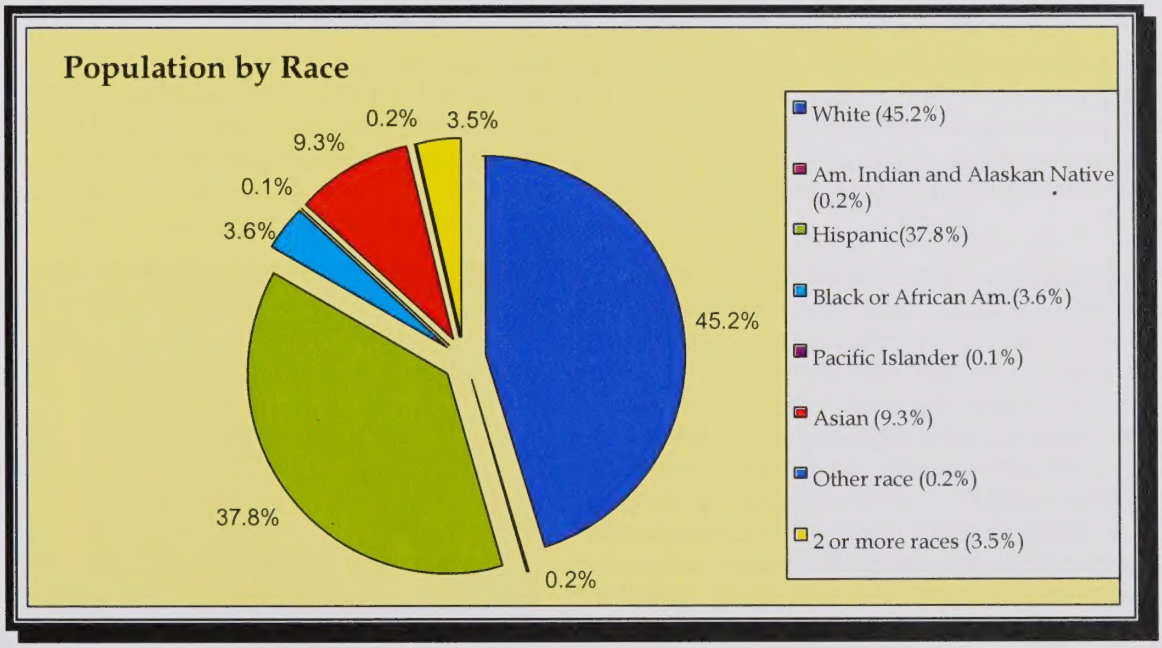
The Changing Face of the San Fernando Valley

Introduction

Few places in America over the past quarter century have undergone as profound a change in its ethnic character than the San Fernando Valley. Back in the 1970s, the region was perceived - and rightly so - as a bastion of predominately Anglo, middle class residents living adjacent the most cosmopolitan society of Los Angeles.

Today that reality has drastically changed. Since the 1970s, the Valley has itself become increasingly multi-racial largely as the result of migration of immigrants from such diverse places as Mexico, El Salvador, Iran, Israel, Armenia, Vietnam, Korea, India and China. By 1990, this pattern was already well-formed; a decade later, the evidence is incontrovertible. One-third of the Valley's 1.7 million residents are foreign born[1]; only half are Anglo, and many themselves recent immigrants.



Source: U.S. Census 2000

Indeed today, the Valley is not only as diverse as the rest of Los Angeles, but in some ways more so, with higher rates of Hispanic, Asian and Latino growth, but also less "white flight" than the city south of Mulholland. In the process, the Valley has become the epicenter for much of ethnic Southern California.[2] Glendale, for example, now boasts the largest concentration of ethnic Armenians outside Armenia itself. The Los Angeles portions of the Valley contain not only the city's most heavily Latino district, but also those that have the largest percentages of mixed race households.[3] The Valley today is an ethnic kaleidoscope of a new Los Angeles and new America - melting pot, 'salad bowl', home to both ethnic mobility and pockets of deep-seated poverty.

Source: San Fernando Valley Almanac 2000; Economic Alliance of the San Fernando Valley

Yet, to many from outside the region, and some within, the Valley still remains a prisoner of old stereotypes. Attempts by Valley residents to assert their political will - including that of self-determination - often are characterized by media, academic and even political leaders as inherently divisive expressions of exclusionist Anglo sentiments. Two UCLA researchers, for example, recently caricatured the drive for Valley independence as a "class-based, strongly racialized, movement of social separation."[4]

Source: CivicCenter Group

As the Valley, both the Los Angeles portion and the independent cities, work to achieve a vision for the new century, such characterizations are both unrealistic and totally self-defeating. The Valley today is not a bland homogenized middle class suburb; it is an increasingly cosmopolitan, diverse and racially intermixed region united by a common geography, economy and, to a large extent, middle class aspirations. It is upon these grounds, not notions of racial exclusivity or competition, that residents of the Valley, no matter their background, can best build a new kind of commonwealth that could become a model for 21st Century Southern California.

HISTORICAL EVOLUTION: FROM THE CHUMASH AND RANCHLAND TO "AMERICA'S SUBURB"

For the most part, the demographic history of the Valley is dominated by the recent past. The Valley's population quintupled between 1945 and 1960. By the 1980s, more than one million people called the Valley home. By 2000, 1.6 million people lived there.[5] More than three quarters (78.4 percent) of the Valley's population lives in twenty-seven "named" communities in the City of Los Angeles. The remainder lives in four independent cities: Burbank (106,480 people), Calabasas (20,455 people), Glendale (203,734 people), and San Fernando (24,722 people).[6] One-third of the City of Los Angeles's population lives in the San Fernando Valley.

Yet, despite the relatively recent arrival of most Valley residents, the area has a long, and significant, history of settlement. As in every habitable portion of North America, the San Fernando Valley's original residents were Native Americans. For thousands of years two indigenous people, the Tongva and Chuman, inhabited the region. Like much of California, the area was, comparatively speaking, densely populated, with as many as 5,000 people settled among its various villages. Huwam, a Chumash village, rested in the low hills of Canoga Park for as many as 1500 years.[7]

Source: California State University Northridge San Fernando Valley History Digital Library
http://digitallibrary.csun.edu/Copyright.html

The arrival of Spanish settlers and missionaries in the region, starting with the establishment of the San Fernando Mission in 1797, brought about a gradual decline in this population and an effective end to the Native American culture. Diseases, killings by soldiers, rape and intermarriage all effectively wiped out the purely native population by the time of the American conquest a century and a half later. [8]

Many Native Americans at first resisted acculturation; one historian has asserted that mixed race children among them were "secretly strangled and buried" for several generations.[9] But by1900, according to historian Lawrence Jorgensen, the Native American population in California had been reduced ninety-five percent to its estimated "pre-discovery" level.

The Valley's period under Church domination ended in 1834 when California, now under the rule of the independent Republic of Mexico, secularized the missions. The Native American population, already drastically diminished, was once again dispossessed as land and power now transferred from the at least somewhat beneficent *padres* to the more profit-oriented Dons.

The Valley, like much of Southern California, became the province of vast *ranchos* based on an econmy of cattle-raising. Most of the land fell under the control of

Eulogio de Celis, a Spaniard living in Los Angeles. Gradually, as the Native American population diminished, the work on the ranches, as well as in the growing nearby pueblo of Los Angeles, was done by immigrants from Mexico. [10]

Even after the American seizure of California in 1848, the land ownership of the Valley remained largely in the hands of Spanish-speaking Dons. [11] But as "boom times" came to California, the ethnic ownership, as well as the overall demographics, began to change. Newcomers from both Mexico proper and the predominately Anglo-Saxon United States poured in to seek out gold and other minerals, but, for the most part, it was the *gringos* who prevailed.

Much of what took place was outside the law: the lynching of Mexicans was accompanied by the appearance of vengeance-seeking bandits, *vengadores,* among the increasingly displaced population of Spanish speakers throughout the period from the 1850s to the 1870s. The Dons, who had continued to prosper, began to lose control of their holdings, particularly after the severe drought of the 1860s made them incapable of paying off their often-extravagant debts. [12]

The new owners were, for the most part, northern Europeans - German, English, and French - who picked up the land from increasingly destitute *Californio*s. Isaac Lankershim, a Prussian Jew who converted to Christianity, his son in law, Isaac Newton van Nuys, a Protestant preacher, "Charles Maclay" and Benjamin Porter, a San Francisco real estate investor was an important part of the core group that would soon market the Valley's farmland, and ultimately begin its sub-division into housing developments. [13]

With the arrival of the railroads in the 1870s and 1880s, the region became accessible to Los Angeles and the east coast. Communities such as Pacoima, Burbank, Chatsworth, and San Fernando came into existence. [14] Vast wheat fields filled much of the expanse, reflecting the economic orientation of the new owners. Many larger holdings were further broken down into smaller ranches, and then into homes. Although they did much to build the tunnels for the railroads, pick the crops and do the hard jobs - along with Chinese and Indian workers - by 1900, the Latino presence in the Valley had faded into obscurity as English-speaking settlers now took all but complete control of the area. [15]

The Anglo demographic tide became a veritable *tsunami* as the Valley was transformed by two linked events - the absorption of most of the region into the City of Los Angeles and the introduction of water supplies from the newly completed Los Angeles aqueduct. Even before the annexation of the valley in 1915, Los Angeles powerbrokers - led by the Chandler family - were already assembling parcels in the region. As the water spigot was turned on, the opportunity for massive development had become a reality. [16]

The exclusivist tendency, characteristic of Southern California, and much of the nation of the time, now extended even to building aqueduct. In the past Latinos, Asians and other non-whites had done much of the "dirty work" in the Valley and the region in general. But the aqueduct was built largely by largely transient whites who now migrated to California in large numbers. Notes historian Kevin Starr: [17]

> "... Mexicans, blacks, Asians or conspicuously ethnic immigrants were rarely in evidence on the line. Like so much else in Los Angeles, the aqueduct was the prerogative of white America." [17]

At the time of annexation, the Valley supported barely more than 3,000 people, a fraction of the 500,000 who already considered Los Angeles County home at the time. [18] But backed by the city and enabled by the prospect of access to both water and power, local real estate speculators and developers, with such names as Moses H. Sherman, Eli Clark, and William Paul Whitsett scrambled to create new communities.[19] "We build a city a month here," boasted developer Whitsett.[20]

The Valley, like much of the Los Angeles at the time, was designed to be a community of homeowners, overwhelmingly white and middle class.[21] By 1920, the once heavily Latino Valley had grown to over 21,000 and within two decades had passed 112,000. It was still largely rural and a bedroom community but a more diverse economy - including some manufacturing enterprises and entertainment - was beginning to emerge. [22]

Source: California State University Northridge San Fernando Valley History Digital Library
http://digital-library.csun.edu/Copyright.html

As for much of Southern California, the Second World War transformed the Valley and vastly accelerated its growth. One small ethnic pocket, the 3,000 member Japanese community, suffered grievously their lands taken and their people exiled to relocation camps far in the interior. Their jobs were taken largely by housewives, high school girls and, in a development that would foreshadow future events, Mexican nationals. [23]

The post-war Valley took on the physical shape we know today. Vast tracks of suburb housing stretched on for miles from one end of the region to another. The now familiar pattern of shopping centers, strip development and industrial parks, much of it tied to the booming aerospace industry, now rose up where the chicken ranches, dairy farms, orchards and, formerly, cattle ranches and wheat fields had extended.

Photographer: Fontana, Mark; California State University Northridge San Fernando Valley History Digital Library
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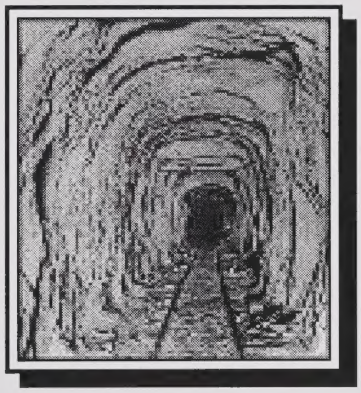
By the late 1940s, the Valley had become the fastest growing urban area in the nation, with over 400,000 people. Even as Los Angeles became more diverse - with its growing Latino barrio on the eastside and growing African-American communities on the south side - the Valley remained largely white. By 1950, Anglos accounted for at least ninety percent of the total population. The population tilted towards married families: there were much fewer elderly and more children than the rest of the county and the country.[24]

> "The Valley became the swimming pool and sports car capital of the country, and grew the biggest shopping centers in Los Angeles."[25]

These demographics epitomized the Valley described by Valley native and writer Kevin Roderick as "America's suburb". The Valley was not so much a part of Los Angeles as the epitome of everything that we associate with the great demographic dispersion of the post-war era:[25]

By the early 1950s, the northeast of the San Fernando Valley, notes UCLA's Allan Scott, boasted one of the most important concentrations of aerospace and high-technology industries in the region. Development pressures began to whittle away at the last vestiges of the Valley's bucolic past.[26] As the population doubled in that decade, the pattern of life changed, although the outwardly suburban form remained. Most of the growth came not from Los Angeles, but directly from the rest of the country. It was no longer bucolic; densities had grown from 350 people a square mile in 1930 to over 3,900 in 1962. One observer returning home noticed the change: "It's all rush, rush, rush."[27]

As the need for service, industrial and other workers increased, there also came an abrupt end to the Valley's ethnic isolation, and its separation from Los Angeles' changing demography. Although only a few pockets of the region for generations had been



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heavily minority - such as San Fernando City and Pacoima - there began in the 1970s the extension of largely immigrant communities into places like Canoga Park, Panorama City and Van Nuys.

At the same time, the imposition of school busing in the late 1970s brought the problems of inner city Los Angeles into the Valley. Many observers trace the beginnings of today's secession movement to parental objections to busing. The dispute over busing and the increasingly poor performance of Los Angeles public schools, in addition to rising crime rates, also led to an exodus of middle class families, many of them to the outlying suburbs to the north. Much of the high tech infrastructure also migrated northwards, towards the Ventura County line.[28]

Clearly the homogeneous, isolated Valley of the post-war era was now passing, much as the world of the Dons and rancheros had before. The *Economist* magazine might still refer to the Valley as "its own world, the quintessential suburban enclave", but in reality it has been changing dramatically into something quite different. Rapid population growth, which had characterized the area for much of the last century, began to slow to a crawl in the late 1960s and 1980s. Some communities, such as Burbank, actually lost population in the 1970s and, increasingly, the once young-oriented Valley had become increasingly elderly.[29]

By the 1980s, the Valley increasingly resembled not so much "America's suburb" but a community in economic and demographic decline. It might not have been on its way to becoming what one Marxist writer gleefully described as "crabgrass slum", but it was beginning to resemble other "older suburbs." There, author Mike Davis Suggests, in the east and Midwest, whose time appeared to have passed as affluent populations migrated to the tech-rich, more pristine and well-planned outer suburbs, they could re-create "a museum society of suburban nostalgia."[30]

Clearly the Valley's epoch as "America's suburb" was coming to an end, both in reality and in the eyes of its residents. The challenge from its periphery, particularly the rapidly growing 101 Corridor stretching into Ventura and Santa Barbara Counties as well as north into Santa Clarita, was drawing off middle class people, not necessarily for racist or nostalgic reasons, as radicals like Davis suggest, but for such basic things as better education for their children, excellent parks and other amenities. Indeed, a 1999 *Los Angeles Times* poll found considerably less satisfaction among Valley residents than those living in more peripheral areas such as Ventura and Orange Counties.[31]

THE MESTIZO VALLEY

Clearly many residents, and some businesses, have been upset with the changes within the Valley. Traffic, crowding, more intensive development are themselves unsettling but perhaps the most radical shifts have been those associated with demographics. Once virtually all-white, and overwhelmingly native born, the San Fernando Valley has become increasingly a mixed area—*mestizo* in Spanish—that challenges many of the traditional assumptions still held about the region.

These changes are not viewed by local residents as an unalloyed benefit. Local residents, according to a recent survey by the Economic Alliance of the San Fernando Valley, are equally divided between those who think that immigration has been "good" for the community and those who feel it has made life worse. These changes also accompanied a rising concern among Valley residents about crime, although most Valley residents considered the area safer than the rest of Los Angeles. [32]

Part of the problem lies with the relative suddenness of the change. As recently as the 1960s, about nine out of ten Valley residents were Caucasian. By 1980, however, as much as twenty-five percent of the population was a racial or ethnic minority. Change in the 1980s was even more rapid, with the most dramatic decreases in white population taking place in the central parts of the Valley. Some areas that had been over eighty percent white at the beginning of the decade were now forty percent or less by the end. [33]

Across America, particularly in the sunbelt, formerly white suburbs have become favorite places of settlement for new immigrants, as well as native born minorities. This is true in the Chinese and Asian, the Vietnamese enclave as well as the new immigrant communities emerging in Houston, Dallas and Atlanta. As in the Valley, these newcomers are often replacing predominately Anglo populations, who are moving further out to the periphery or back to the countryside.

This marks a sharp contrast to the immediate post-war era when these suburbs, like their workforces, remained highly segregated. Between 1950 and 1970, a period of intense suburban development, ninety-five percent of suburbanites were Caucasian. [34] The demographic shift in the Midopolis, or older ring of suburbs, started in the 1970s, when African-Americans began moving out of the inner city.

In the ensuing two decades, middle-class minorities and upwardly mobile, recent immigrants have shown a marked tendency to replace Caucasians in the suburbs, particularly in the inner ring, increasing their numbers far more rapidly than their Anglo counterparts. This is the case for the San Fernando Valley. [35] Today, nearly fifty-one percent of Asians, forty-three percent of all Latinos and thirty-two percent of African-Americans live in the suburbs. [36] The tendency towards greater diversity in the older suburbs can be seen across the country. The immediate suburbs around Denver, for example, experienced a fifty percent increase in their Latino populations during the 1990s. [37]

This development is particularly notable in those regions - such as Los Angeles, New York, San Francisco, Washington, Houston, and Miami - where immigration has been the heaviest. The decline of aging suburbs, such as Upper Darby near Philadelphia and Harvey outside Chicago, are more a product of inner-city groups moving outward than new immigration. [38] Midopolitan regions that lack immigrants - New Orleans, Cleveland, St. Louis, and Indianapolis - now struggle to retain their attractiveness as Caucasians and affluent African-Americans flee to the outer suburbs. [39]

Often immigrant migration is seen by pundits as a sign of decline. However, in many cases, immigrant migration is really a reflection of a renewal of middle-class

aspirations. The Spanish-speaking son of Mexican immigrants, Alex Padilla, today, LA City Council President, moved to Pacoima when he was young. His father was a short order cook and his mother a house cleaner. Yet their aspirations, Padilla recalls, were very much middle class; and their reasons for leaving an older section of Los Angeles for Pacoima would have been familiar to earlier generations of Valleyites:

> "We moved to the Valley for two reasons. We could afford it and we could have a backyard. That was it. That's what we were looking for."

The key to understanding is in the changing needs of the immigrants. In contrast to the early 20th century, when proximity to inner-city services and infrastructure was critical, many of today's newcomers are more dispersed due to our auto-oriented society. They need to stop only briefly, if at all, in the inner cities. Their immediate destination after arrival is more likely the San Gabriel Valley than Chinatown or the East Los Angeles barrios, Fort Lee (New Jersey) rather than Manhattan. California State University/Northridge demographer James Allen notes: "The immigrants often don't bother with the inner city anymore. Most Iranians don't ever go to the center city and few Chinese ever touch Chinatown at all."[40]

Allen points to changes in his own community, the San Fernando Valley.[41] By 1990, the region, he found in his landmark study, had among Southern California's largest concentrations of significant groups oddly categorized as "Anglo" such as Iranians and Armenians as well as Soviet Jews. The West San Fernando Valley, in particular, also began to develop significant pockets of Asian, particularly Vietnamese and Asian Indian, immigrants. The East Valley had also replaced East Hollywood as the center for the region's Thai community.[42]

Moreover, recent demographic trends in the Valley suggest it is becoming even more diverse. During the 1990s, the Valley's Caucasian population fell by 5.3 percent, while the Latino population increased by 43 percent, and the Asian population increased by 25.8 percent.[43] The growth in both these populations, as well as that of African Americans, was considerably higher in the Valley than in the city as a whole.[44]

Population and Race or Ethnicity Percent Changes in City of Community for 1990-2000

City/Community	Population % Change	Hispanic % Change	White % Change	Black/Afr. American % Change	Asian - Pac. Islander % Change
LA County	**7.4%**	**26.5%**	**-7.9%**	**-6.2%**	**22.0%**
Valley Total	**10.7%**	**43.3%**	**-5.3%**	**16.5%**	**25.8%**
Arleta	13.6%	48.7%	-15.4%	-13.8%	-11.4%
Burbank	7.1%	17.8%	-6.4%	26.1%	47.2%
Calabasas/Hidden Hills	25.2%	29.0%	21.8%	90.5%	16.8%
Canoga Park	15.1%	59.1%	-3.7%	47.9%	31.2%
Chatsworth	6.5%	81.1%	-11.1%	60.1%	45.5%
Encino	3.5%	20.3%	-3.9%	68.7%	27.3%
Glendale	8.3%	1.8%	-6.9%	5.7%	23.1%
Granada Hills	9.0%	35.1%	-6.4%	56.0%	41.0%
Lake View Terrace	11.8%	39.8%	13.6%	-21.3%	-4.6%
Mission Hills	11.2%	38.5%	-0.7%	45.2%	21.0%
North Hills	22.0%	73.7%	-5.4%	-3.7%	52.6%
North Hollywood	12.3%	34.0%	-3.0%	21.9%	1.9%
Northridge	5.0%	47.4%	-14.5%	78.4%	43.8%
Pacoima	8.9%	16.4%	48.4%	-34.5%	-25.0%
Panorama City	26.6%	86.1%	-5.8%	-33.6%	16.7%
Reseda	14.2%	82.2%	-8.4%	90.0%	31.6%
San Fernando	4.5%	12.9%	15.5%	-22.7%	-10.5%
Sherman Oaks	3.6%	35.6%	-7.1%	72.1%	55.7%
Studio City	5.0%	21.4%	-2.3%	42.9%	49.4%
Sun Valley	11.7%	32.3%	9.9%	-34.1%	-16.6%
Sunland	2.6%	47.6%	-9.8%	18.7%	38.8%
Sylmar	17.4%	64.2%	2.1%	14.3%	-11.0%
Tarzana	6.7%	38.7%	-4.7%	50.2%	42.6%
Toluca Lake	6.2%	32.8%	-1.3%	126.8%	43.6%
Tujunga	7.7%	54.4%	-10.8%	134.5%	31.2%
Universal City	0.0%	0.0%	0.0%	0.0%	0.0%
Valley Glen	16.8%	63.4%	-9.4%	15.5%	0.6%
Valley Village	7.0%	58.0%	-6.9%	57.3%	19.4%
Van Nuys	17.1%	63.9%	-10.1%	28.0%	15.6%
West Hills	1.9%	31.0%	-7.5%	37.6%	34.1%
Winnetka	19.0%	106.6%	-14.0%	79.7%	40.7%
Woodland Hills	7.6%	56.4%	-4.3%	70.7%	44.3%

Source: U.S. Census 1990 and 2000; Report of Findings on the San Fernando Valley Economy; San Fernando Research Center; California State University Northridge - College of Business Administration & Economics

ARE WE ON THE ROAD TO GHETTOIZATION?

Allen and other observers have looked at these developments with particular emphasis on the interplay of geography, race and income. Clearly, one concern for the long-term future of the Valley lies in the prospect that some regions might become "unmeltable" ethnic pockets with insoluble, long-term social and economic problems.

And to be sure the "ghettoization" of some areas, particularly in the North Valley, has brought with it some degree of urban decay, such as in older industrial neighborhoods in Pacoima.[45] In certain areas, dilapidated houses, crime, drugs, and gangs rival the worst conditions seen in more traditional inner-city areas of Los Angeles.[46]

Within the Valley, however, exist a wide range of communities, some ethnically diverse while others are ethnically homogenous. Ten communities are at least two-thirds Caucasian, and all except two (Tujunga and Valley Village) have poverty rates significantly below the region's average (17.8 percent).[47] The City of San Fernando and the community of Pacoima, on the other hand, are almost completely Latino. Only one community, Lake View Terrace, has a large African-American population (20 percent), although its Latino population is sixty-one percent. A closer examination of Valley neighborhoods reveals a complex demography.

To develop a better understanding of the San Fernando Valley's demographic diversity, the thirty-one communities that make up the San Fernando Valley (including the independent cities) were separated into high and low-poverty communities based on whether their poverty rates were above or below the regional median of 15.9 percent. These communities were then classified by whether they were characterized by a relatively higher or lower concentration of a particular ethnic group. The results for relatively poor communities are reported in Table 10.

Twenty-five percent of the communities with high concentrations of Caucasian residents were in poor communities. Meanwhile, eighty-one percent of the communities with high concentrations of Latino residents were in higher-poverty communities. More than two-thirds of the communities with African-American populations greater than the median (3 percent) were in low poverty areas. Asian communities were split evenly between the high poverty and low poverty areas of the city. These data seem to support the concern that communities tend to be highly segregated, and that segregation is closely correlated with economic status.

Table 10: Distribution of High Poverty San Fernando Valley Neighborhoods

(N=16)	Community Ethnicity		Ethnic Diversity Compared to Valley Median	
Race	**(Mean)**	**(Median)**	**> median**	**< median**
Caucasian	48.1%	45.6%	25.0%	75.0%
Hispanic	39.1%	29.4%	81.3%	18.8%
Black	3.0%	2.4%	31.3%	68.8%
Asian	9.1%	7.0%	50.0%	50.0%

Median poverty rate = 15.9% Source: Distribution based on the number of communities with poverty rights higher than the median for the San Fernando Valley. Calculated from San Fernando Valley Research Center, *Report of Findings on the San Fernando Valley Economy 2000-2001* (Northridge, California: California State University, n.d.), p. 48.

This conclusion ignores a very important deviation from the statistical average: some neighborhoods are relatively affluent despite high concentrations of minority residents. For example, almost eighty-five percent of Arleta's residents are minority, but the community is still below the median poverty rate for the San Fernando Valley (Table 11). Three quarters of the population in Mission Hills is minority, but it ranks among the lowest poverty communities in the Valley. Similarly, more than one-third of the residents in Granada Hills are Latino, Asian, or African-American, but its poverty rate is less than nine percent.

San Fernando Valley Communities with Poverty Rates below the Regional Median and Relatively High Concentrations of Minority Residents

Community	*Minority Share**	*Poverty Rate*
Arleta	84.2%	14.9%
Northridge	39.5%	13.8%
Burbank	40.6%	13.1%
Mission Hills	76.2%	12.0%
Granada Hills	38.6%	8.5%
Woodland Hills	21.8%	8.2%
West Hills	25.0%	5.1%
Chatsworth	31.6%	4.2%

Source: Total Asian, African-American, Latino, and Native American populations reported in San Fernando Valley Research Center, *Report of Findings on the San Fernando Valley Economy 2000-2001* (Northridge, California: California State University, n.d.), p. 48.

For the most part, residential segregation is less extreme than on the south side of the Santa Monica Mountains. This may have something to do with the improving economic picture experienced by most Valley residents. When asked, eighty-three percent of Valley residents said they were "financially better off" in 2000 than they were five years ago.[48]

Rather than being made up of distinct ethnic pockets, much of the Valley is cross-quilted, with middle class and working class pockets often in close proximity, a nuance lost in statistical averages and medians. In many neighborhoods, unremarkable and even decrepit-looking boulevards surround tree-lined residential neighborhoods that are often quite comfortably bourgeois and exceptionally close-knit. In addition, much of the statistical decline in household incomes reflects neighborhood "filtering," where immigrants with families move into neighborhoods and replace older couples, many of them "empty nesters."[49]

Recent analyses by demographers at California State University at Northridge shed light on the uniquely dispersed nature of the Valley's ethnic evolution. The highest increases in Asian population, for example, took place in such stolidly, once overwhelmingly white communities as Burbank, Chatsworth, Granada Hills, Northridge, Sherman Oaks, Tarzana, Toluca Lake and Woodland Hills. Latino population growth was heaviest in the Northeast Valley but over forty percent in communities like Valley Village, Valley Glen and Woodland Hills, which have long been bastions of white middle class communities. African-American growth, although overall smaller in scale, was similarly dispersed.[50]

Population and Race or Ethnicity Percentages by City or Community for 2000

City/Community	Population	Hispanic	White	Black/Afr. American	Asian - Pac. Islander	Other	More than One Race
Arleta	27,426	75.8%	37.8%	2.0%	9.0%	45.4%	4.7%
Burbank	100,316	24.9%	72.2%	2.1%	9.3%	9.9%	6.0%
Calabasas/Hidden Hills	22,208	4.5%	88.6%	1.1%	6.6%	1.1%	2.5%
Canoga Park	41,268	53.0%	52.2%	4.3%	10.4%	26.7%	5.6%
Chatsworth	67,470	18.2%	68.2%	3.2%	16.6%	7.1%	4.3%
Encino	46,316	8.8%	84.5%	2.4%	5.1%	3.2%	4.6%
Glendale	194,973	19.8%	63.6%	1.3%	16.1%	8.6%	10.1%
Granada Hills	38,371	32.1%	59.8%	3.9%	14.7%	16.3%	4.8%
Lake View Terrace	17,466	64.1%	36.9%	18.4%	5.1%	33.6%	5.0%
Mission Hills	17,609	64.8%	49.0%	3.4%	8.8%	33.7%	4.1%
North Hills	52,333	57.2%	48.7%	5.1%	12.1%	28.2%	5.2%
North Hollywood	144,188	55.2%	51.2%	5.0%	7.3%	28.8%	6.9%
Northridge	84,084	22.0%	63.5%	4.6%	16.5%	9.9%	5.1%
Pacoima	63,847	87.2%	36.3%	6.5%	1.5%	49.7%	4.6%
Panorama City	69,901	68.5%	35.9%	7.5%	20.9%	40.1%	5.6%
Reseda	59,583	44.3%	55.6%	0.9%	2.5%	21.4%	6.1%
San Fernando	23,564	89.3%	42.9%	1.0%	1.2%	49.2%	4.0%
Sherman Oaks	53,501	10.5%	81.0%	4.5%	5.8%	4.2%	4.3%
Studio City	39,247	7.8%	84.8%	3.7%	5.3%	2.6%	3.4%
Sun Valley	51,279	68.4%	50.5%	1.7%	6.4%	35.3%	5.2%
Sunland	22,504	20.2%	77.0%	2.4%	6.6%	8.2%	4.9%
Sylmar	58,959	68.8%	50.8%	4.7%	3.0%	35.6%	4.7%
Tarzana	33,242	14.9%	77.4%	3.7%	5.9%	6.3%	6.3%
Toluca Lake	5,907	9.3%	85.3%	4.3%	4.6%	2.5%	3.0%
Tujunga	24,608	26.4%	71.8%	2.5%	6.3%	12.7%	5.9%
Universal City	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Valley Glen	46,107	46.8%	57.0%	4.8%	5.3%	24.6%	7.6%
Valley Village	19,460	21.1%	73.1%	6.1%	5.0%	10.4%	5.0%
Van Nuys	117,954	54.4%	52.6%	6.0%	7.0%	27.3%	6.3%
West Hills	41,303	10.3%	78.5%	2.3%	11.8%	3.2%	4.0%
Winnetka	46,746	42.7%	50.2%	4.9%	15.8%	22.4%	5.8%
Woodland Hills	66,695	12.4%	79.6%	3.4%	6.9%	5.1%	4.6%
Valley Total	**1,698,435**	**39.1%**	**60.2%**	**3.9%**	**9.6%**	**19.7%**	**5.9%**
LA County	**9,519,388**	**44.6%**	**52.8%**	**10.5%**	**13.6%**	**16.7%**	**4.9%**

Source: U.S. Census 2000; Report of Findings on the San Fernando Valley Economy; San Fernando Research Center; California State University Northridge- College of Business Administration & Economics

RETHINKING THE VALLEY AS A "MELTING POT SUBURB"

A University of Southern California study into immigrant migration patterns in both Los Angeles and Washington, D.C. suggests that rising poverty in older ethnic suburbs reflects "the force of upward mobility" as newcomers move out of worse inner-city neighborhoods on their way towards a middle-class lifestyle.[51] These areas have become what demographer William Frey of the Milken Institute calls "melting pot suburbs", former bedroom communities, where newcomers have replaced older, predominately white populations.

In this sense, the older suburbs of the San Fernando Valley increasingly reflect the diversity of the American population more broadly, and often provide the widest range of housing and employment opportunities. Yet, although the newcomers may be different from the traditional denizens of "America's suburb" their motivations, as discussed above, for coming to the Valley are remarkably similar. Much of this has to do with economics. Throughout much of the late 1990s, the economy of the Valley, measured by job creation, significantly outstripped that of the county.[52]

Equally important, there were opportunities across a broad array of industries and at differing levels of employment. While the traditional functions of suburban communities have waned in the Valley, other factors have become more important as the economy has diversified. According to analysis by California State University, Northridge economist Shirley Svorny, the Valley boasts a sizable concentration of manufacturing employment and firms, ranging from high-technology electronics to garments.[53] Although the Valley is not the preferred locale of the Hollywood elite, it remains the highly chosen locale for the working class people of the entertainment industry and the digital age—the specialized suppliers, lesser known actors, producers, and directors.

Ultimately, for the immigrants, as for earlier migrants to the area, the Valley fundamentally is about middle class aspirations. While Los Angeles south of the Santa Monica Mountains is increasingly a city divided between Westside rich and Eastside poor, the Valley remains predominantly middle class. Only four of Los Angeles' fifty richest people live in the Valley (nineteen live in Beverly Hills). The Valley also has lower unemployment and a relatively small fraction of the city's poor.[54]

The relative affordability of the Valley is critical to immigrant populations. Although an increasing percentage of residents live in apartments and condominiums, the Valley still epitomizes for many the great middle-class ideal of owning a home in a sunny, safe, comfortable community. At a time when real estate prices on the Westside are out of the range of all, but the very wealthy ($650,000 and above) and the average home in the Conejo Valley (north of the Valley) sells for nearly $400,000, the San Fernando Valley has houses in the relatively modest $200,000 and $300,000 range, contributing to the Valley's above-average levels of home-ownership.[55]

Housing, too, has been impacted by immigrants, not only in the Valley but throughout Los Angeles County, where housing prices have continued to surge amidst the recession. Today, of the ten most common names for new homebuyers, seven are clearly Latino-Garcia, Rodriguez, Hernandez, Lopez, Gonzalez, Martinez and Perez-and two, Kim and Lee, are Asian.

Not surprisingly, the residential market is strong. Apartment vacancy rates have fallen from double digits for most communities in 1996 to under five percent by March 2000.[56] Median home sale prices have increased steadily since 1996, and median prices range from $130,000 in the northeast and central portions of the Valley to $665,000 along the southern fringes at the foothills of the Santa Monica Mountains.[57] Although the area is approaching complete build-out, new residential construction topped $500 million in 2000.[58]

Brian Paul, a spokesman for the San Fernando Valley Board of Realtors, claims that much of the impetus for the Valley's strong residential market lies in the immigrant communities. Some, such as the Northeast Valley, he claims, have among the highest rates of home ownership in the region, more than more affluent and still predominately Anglo, Sherman Oaks. "Asians and Latinos are heavily into home ownership," notes realtor Paul:

Top 10 Home Buyer Surnames Los Angeles County (2000)

1. Garcia
2. Lee
3. Rodriguez
4. Kim
5. Hernandez
6. Lopez
7. Gonzalez
8. Martinez
9. Smith
10. Perez

Source: California Association of REALTORS®

> "...The immigrants are fueling growth here that contradicts most of the negative forces."

This marks a major change in the pattern of growth for the Valley. As late as the 1970s, notes Barbara Zeidman, director of the Los Angeles office of Fannie Mae, predominately white baby boomers drove the residential real estate market. Today it is the immigrants, she notes, who propel the market, and will do so for the foreseeable future.[59]

Immigrants are critical to the resilience of not only the residential but the commercial portions of the Valley economy, particularly the retail sector. Rents in the heavily Latino-dominated districts around Van Nuys Boulevard, for example, have grown over the past five years from $1.25 psf - $1.75 psf to as high as $3.00 psf. Developer Jose Legaspi points out that these rents can be as much as fifty percent higher than in predominately Anglo areas such as Sherman Oaks or Studio City.

Legaspi, who has been active in developments in communities such as Arleta and Panorama City, suggests that much of the economic future in older suburbs such as in the San Fernando Valley lies with the buying power of immigrants.

> "I don't think anyone realizes that the Latino and Asian markets are now predominately suburban. You can't stick three million Latinos into one neighborhood. The pressures are too great," Legaspi, a native of Zacatecas, Mexico suggests. "Back in the 1980s, these areas had lots of vacancies. Now it's getting hard to assemble space for these kinds of developments."

Similarly, much of the Valley's present - and future - economic vitality lies with the newcomers. Overall immigrant populations, along with their offspring, are one of the surest growth markets in early 21st Century America. Immigrants, in the San Fernando Valley, as elsewhere, tend to be younger, have more children and are more likely to spend locally for goods and services. Latino and Asian buying power, according to a recent study by the Selig Center for Economic Growth at the University of Georgia, is growing at roughly twice the rate for the rest of the population. Today, fully twenty five

percent of buying power in California, according to the study, lies within these two groups, which are growing rapidly throughout the Valley. Simply defined, buying power is the total personal (after-tax) income that residents have to spend on goods and services—that is, the disposable personal income of the residents of a specified geographic area. [61]

Buying Power by Race in the State of California for 1990, 1997-2001

Race or Ethnicity	1990	1997	1998	1999	2000	2001
White	476,953,910	612,963,597	644,811,357	685,480,272	726,602,717	768,462,069
Hispanic	68,064,227	99,913,716	107,220,006	117,098,755	125,517,123	137,609,480
Asian	42,282,890	64,205,494	67,643,903	74,205,408	81,167,510	87,974,546
Black	27,631,425	36,294,613	38,020,574	40,370,001	42,740,404	45,147,755

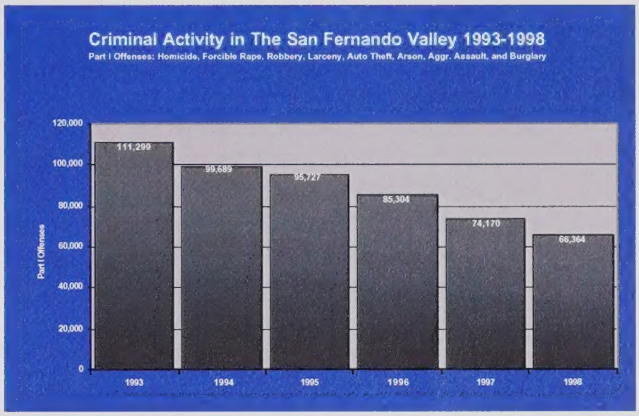
Source: Selig Center for Economic Growth, Terry College of Business, The University of Georgia, August 2000.

Finally, there are the contributions of the newcomers to the entrepreneurial health of the economy. Several of the fastest growing ethnic groups in the Valley - notably Russian Jews, Koreans, Iranians and Armenians - boast among the highest rates of entrepreneurship in Southern California.[62] At the same time, many of the newcomers, including Vietnamese and Latinos, make up the bulk of the industrial workforce, from aerospace subcontracting to garments and other diversified manufacturing.

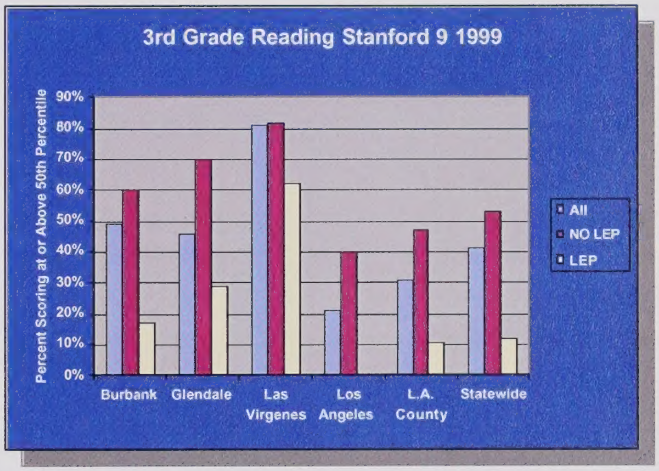
LOOKING FORWARD: PROSPECTS FOR THE MESTIZO VALLEY

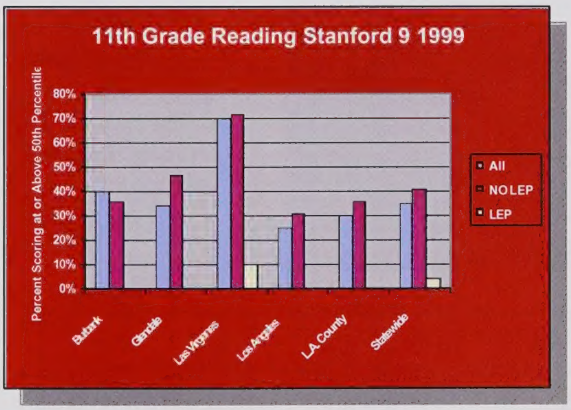
As assuredly as the pastoral epoch ended with the passing of the 19th Century, so now has the era of Anglo demographic dominance which characterized the Valley's 20th Century emergence as "America's suburb" Less clear is the question of the ultimate future of the Valley as it becomes increasingly diverse, not only in its demographic but also in its cultural and economic life.

To many observers, right and left, the prospects for such a multi-racial Valley are not particularly good. Some observers, such as USC's Michael Dear, see immigrants in Southern California as creating a permanent "ghettoization" in which "the status of people of color will remain compromised." [63] Perhaps more importantly, there are significant numbers of ordinary middle class Valley residents - including minorities - who also see a less than bright future for the region and have, or are planning, to move to other, more agreeable areas.



Such negative perceptions are not without some justification. As the Valley has changed, and become more diverse, major problems have emerged. Serious crime, which has fallen in the late 1990s, had begun to rise, although only a fraction of the rates on the eastside and southside of Los Angeles. Similarly, the Valley, although far less so than South-Central of Los Angeles, now has a serious gang problem. Some areas, notably the Foothill division, have seen a marked increase in gang-related violence over the past five years.[64]



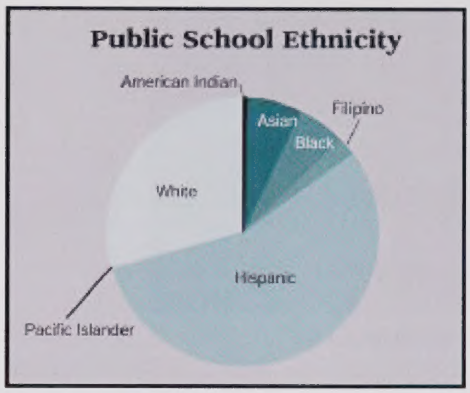


Perhaps an even greater problem revolves around schools, particularly those located within the jurisdiction of the Los Angeles Unified School District. Simply put, the Los Angeles school district not only performs poorly, but its dysfunction affects the demographics of the region by forcing many parents to leave the Valley for other regions, often to the Coñejo and beyond. Results on reading tests tell the sad tale; only twenty-nine percent of the second grade students in the L.A.

Sources for charts Indicators 2000; Economic Alliance of the San Fernando Valley

portions of the Valley performed at the 50th percentile, only slightly better than the twenty-six percent for the rest of the district.

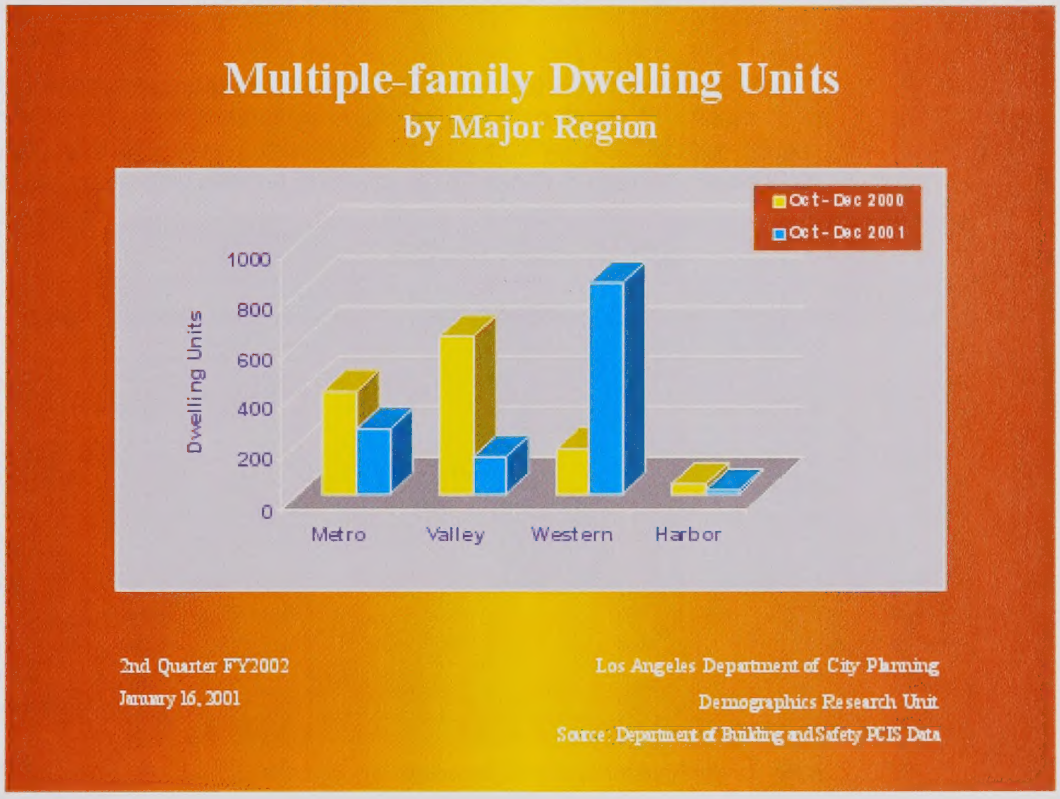
In contrast, other districts, particularly the Las Virgenes unified, did vastly better, but so too did schools in Burbank and Glendale, which also have high percentages of minority and immigrant students. [65] Clearly a region where so many students are falling behind stands at a distinct economic and cultural disadvantage which the growing numbers of private schools will be unable to fulfill. [66]



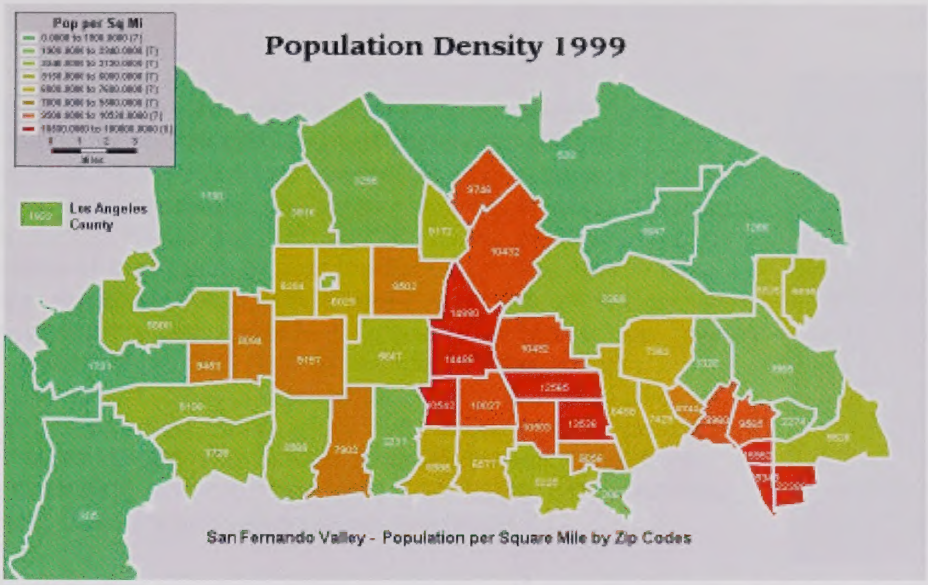
Finally, the Valley, like the rest of California, faces severe shortages in housing, particularly for the low and middle income markets. Unlike schools, where perhaps a breakup of the L.A. school district might facilitate improvement, this problem is largely based on supply and demand. Housing prices have been rising because relatively little new construction has taken place and much of that is oriented to more affluent consumers.

Source: Almanac 2000; Economic Alliance of the San Fernando Valley

Many of the fastest growing elements in the Valley's demography - immigrant families, young singles and the elderly - are often without feasible housing options.[67] Overcrowded conditions are particularly rife in heavily immigrant areas such as the Northeast Valley and in Glendale, where densities have been rising steadily since the 1980s with little new supply to reduce pressure on the markets.[68]



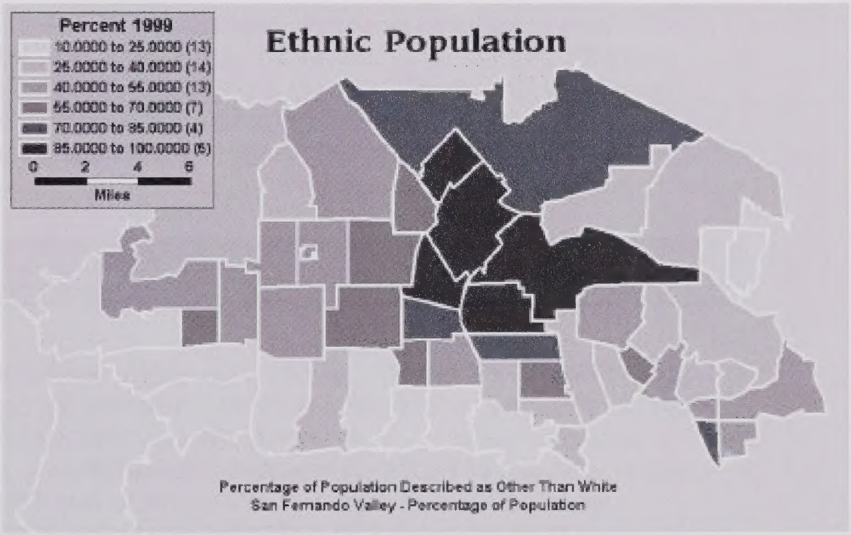
> "When I was first running for office, I would look for a voter and they would say look in the back," Councilman Alex Padilla recalls. "Then I would go to house in the back and they would say go further back to the shed in the backyard. A lot of my district is like that."[68]



Source: Indicators 2000; Economic Alliance of then San Fernando Valley

Given these and other problems, Valley residents, whether in the City of Los Angeles or not, face many great challenges. Yet these are not unprecedented. The rapid growth of the region in the 20th Century also required massive changes; a shift from a quasi-pastoral to a dense suburban region took place in less than three decades. Leadership was required to build the schools, roads, offices and houses to accommodate that growth.

Today, the Valley faces a similar challenge, but one that is not beyond the resources of this region to reach. This time growth per se is not so much the main challenge, but the quality of that growth. The Valley now is neither part of the urban periphery or a homogeneous community as in the past. It boasts a sophisticated and diverse economy; its peoples reflect, as much as any region, the enormous diversity of Southern California.



Source: Almanac 2000; Economic Alliance of the San Fernando Valley

What is ultimately needed then is a new conceptualization of what the Valley is and what holds us together. Some proponents, particularly in academic and media circles, see the Valley becoming ever more fragmented, divided into racial and ethnic enclaves. Some believe this is inevitable, as immigrants, particularly Latinos, fall behind in their integration into the digital economy.

George Borjas, a leading critic of U.S. immigration policy and professor of public policy at the Kennedy Center at Harvard, suggests that recent immigration laws have tilted the pool of newcomers away from skilled workers to those with less skills, seriously depleting the quality of the labor pool and perhaps threatening the social stability of the immigration centers. [69]

Many on the left, who believe that racism is endemic to American society, share the pessimism of Borjas, a political conservative. Thus, to them, ethnic separation and fragmentation are inevitable, if not even desirable. According to Robert Jiobu, upward mobility of an ethnic group is determined by its infrastructure and by the infrastructure of the situation that the group encounters.[70] The infrastructure includes demographic composition, intermarriage rates, residential segregation, and labor force characteristics. When viewed collectively, these factors can provide an idea of the group's assimilation level and success. Assimilation, or the blending of a culture and structure of an ethnic group with those of another, can lead to the minority becoming like the majority (Americanization), both groups changing and blending in (a melting pot), or coexisting, but maintaining their uniqueness (cultural pluralism).[71]

"The national economy is demanding more skilled workers and I don't see how bringing more unskilled workers is consistent with this trend...When you have a very large group of unskilled workers, and children of unskilled workers, you risk the danger of creating a social underclass in the next Century."[69]

Rather than the old ideal of the "melting pot" academics like Jiobu see a pattern of discrimination that is so entrenched that ethnic mobility is sharply curtailed. Although large gaps do exist, this is not the full reality - particularly in the San Fernando Valley. Many, if not most, immigrants regard the move to the Valley as a "step up" – from a smaller apartment to a larger one, from a large apartment to a rented house and ultimately to a home or condo of their own.

This middle class, along with the aspiring working class, as researcher Gregory Rodriguez pointed out in his 1996 Pepperdine landmark study, often does not exhibit the behaviors that many observers, both conservative and liberal, associate with immigrants. As Latino immigrants settle longer in Southern California, he notes, they tend to escape poverty; after thirty years barely one in ten are poor and three out of four are solidly middle class.

As they enter the middle class, the newcomers also tend to intermix and intermarry with other groups. In the Rodriguez study, more than one in three US born Latinas in the five county areas intermarry; the same is true for US born Asian women. [72]This is likely even more prevalent in the Valley, including the city of Glendale, where the prevalence of mix raced households tends to be higher than in the rest of Los Angeles.[73]

THE CHALLENGE TO LEADERSHIP

The road to building a successful Valley on a mestizo model will not be an easy one. The process of ethnic change is both dramatic in its effects and gradual in terms of overall integration into the general society. The first generation - whether Latino or Armenian, Vietnamese or Iranian - inevitably will be slower to adapt to the new reality than their children. Similarly, the children of Anglo Valley residents may be more amenable, and influenced, by the growing diversification of the region than many of their parents.

For these reasons, it is critical for the leadership of the Valley - religious, political and economic - to focus on those issues that will help ease the region's transition towards the mestizo model. In many ways churches, mosques, Buddhist temples and synagogues may have the most critical role in the early stages of the integrative process. There are at least 1,500 such institutions in the Valley, and many of them play an important role as providers of social services to immigrant and poor populations as well as to both elderly and youth. Notes Reverend Ronald J. Degges of the San Fernando Interfaith Council: [74]

This focus on creating a greater sense of unity within diversity requires similar inspiration from the community and the political arena. Valley leadership, as can be expected in a sprawled, semi-suburban environment, tends to be very localized, with little focus on the broader issues impacting the community. There is a need, as Pepperdine graduate student Lua Stephens suggests in her study, to develop vehicles for celebrating the Valley's new identity as an increasingly diverse, cosmopolitan community.

> "All across this Valley, there is great religious diversity. People are all over the spectrum. Change is the one constant that confronts us all. There are many stumbling blocks facing our religious leaders and their communities of faith. Tested daily by the pressures of their vocation and the external focus of culture, they continue to serve, give and celebrate."[74]

This could take the form of Valley-wide festivals that would stress that the community's diverse segments are part of an encompassing commonwealth. It could be seen in the current drive to preserve and celebrate the Valley's history - including its ethnic past - as part of a general identity. The idea, as Ms. Stephens suggests, is to create a "loved tradition for many generations to come."[75]

Ultimately, these initiatives also need to be supported by enlightened business and political efforts. The fundamental problems facing the Valley - education, housing, and crime - cannot be disassociated from the changing complexion of its population. They are essentially the same thing; just as the greater cultural vibrancy, economic and demographic economic and demographic dynamism are also reflective of these changes.

In tackling these challenges, the Valley's leadership must work not only to address these issues but do so in a way that stresses the common challenges an increasingly diverse population faces. There is no Latino housing crisis, or Armenian crime problem, or Vietnamese education deficit. These are common problems faced by all Valleyites; they can only be solved by this community acting as one.

Source: Photographic postcard Donor: Reilly, Tom; California State University Northridge San Fernando Valley History Digital Library http://digital-library.csun.edu/Copyright.html

Greater Diversity in the San Fernando Valley
Charts of L.A. Council Districts

Council District	Asian Pac. Islander	Black	Hispanic	White
1	15.1%	2.6%	75.5%	5.4%
2	9.7%	3.8%	47.3%	35.4%
3	10.5%	3.7%	32.4%	49.7%
4	17.8%	5.7%	26.2%	46.3%
5	8.3%	3.5%	13.0%	70.8%
6	9.7%	15.6%	23.6%	47.1%
7	4.5%	4.7%	80.4%	8.9%
8	2.7%	49.2%	42.2%	3.9%
9	2.8%	20.9%	72.7%	2.7%
10	13.4%	26.8%	50.5%	6.9%
11	8.6%	3.1%	23.3%	61.4%
12	14.2%	4.3%	27.8%	50.2%
13	17.4%	3.0%	59.1%	17.3%
14	10.2%	4.3%	73.7%	10.2%
15	5.7%	15.3%	56.6%	19.8%

Council District	Multi-Racial
1	**1.0%**
2	**3.2%**
3	**3.2%**
4	**3.5%**
5	**3.9%**
6	**3.4%**
7	**1.1%**
8	**1.5%**
9	**0.7%**
10	**1.9%**
11	**3.2%**
12	**2.9%**
13	**2.7%**
14	**1.1%**
15	**1.8%**

	Valley Districts
	Part-Valley Districts
	Non-Valley Districts

Source: City of Los Angeles Planning Depantment; Demographics Research Unit; Census 2000 Data

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People, Places, Vision

www.scag.ca.gov/livable

SOUTHERN CALIFORNIA
ASSOCIATION of GOVERNMENTS

What is Growth Visioning?

Growth Visioning is an **innovative planning and policy tool** that involves rethinking how the future might be shaped. It is a **collaborative approach** to determining more desirable future conditions and stimulating the changes necessary to achieve them.

What is the goal of the Growth Visioning process?

The overall goal is to achieve **consensus** among public officials, civic leaders, private businesses, and private citizens about how southern California could grow in the future.

Why is Growth Visioning important?

Growth visioning is important to the promotion of sustainable growth and development patterns. This process will be critical to continued regional **prosperity and improved quality of life.**

SCAG's Growth Visioning for Sustaining a Livable Region Program

Who is promoting this effort?

The Southern California Association of Governments (SCAG) and its member jurisdictions are promoting the Growth Visioning for Sustaining a Livable Region Program to facilitate a more **comprehensive, strategic regional planning** process.

Who is SCAG?

SCAG is a regional Council of Governments and a Metropolitan Planning Organization for six counties: Los Angeles, Orange, Riverside, San Bernardino, Ventura, and Imperial. SCAG plans for transportation, housing, growth management, hazardous waste management, air quality, and other issues of regional importance for more than 17 million residents living in its 38,000 square mile planning area.

Why is SCAG promoting the growth visioning process?

SCAG is undertaking this process because southern California's population is projected to increase by **six million people** in the next twenty-five years, the equivalent of adding two cities the size of Chicago to our region. The majority of the six million people will be the **sons and daughters** of those already living in the region. Failure to begin planning for this growth now could have tremendous economic, social, and quality of life impacts on future generations of southern Californians. SCAG is working now to develop a comprehensive **vision** for the region, to guide the transportation and land use decisions that will accommodate this growth and that will make the future even brighter than today.

Who can be involved?

Anyone can be involved. Currently, city and county elected officials from across the region are designing how the growth visioning process will work. Subregions in the SCAG region will play a major role in this process. The Growth Visioning Sub-committee meets monthly at the SCAG offices in downtown Los Angeles. Visit SCAG's "Creating Livable Places" website at **http://www.scag.ca.gov/livable** to find out more.

Join us in this exciting process of determining the future shape of the region!

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Growth Principles for Sustaining a Livable Region

The fundamental goal of the Growth Visioning effort is to make the SCAG region a better place to live, work and play for all residents regardless of race, ethnicity or income class. Thus, decisions regarding growth, transportation, land use, and economic development should be made to promote and **sustain** for future generations the region's **mobility**, **livability** and **prosperity.** The following "Regional Growth Principles" are proposed to provide a framework for local and regional decision making **that improves the quality of life for all SCAG residents**. Each principle is followed by a specific set of strategies intended to achieve this goal.

Principle 1 - Improve Mobility for All Residents

- Encourage Transportation Investments and Land Use Decisions that Are Mutually Supportive
- Locate New Housing Near Existing Jobs and New Jobs Near Existing Housing
- Encourage Transit-Oriented Development
- Promote a Variety of Travel Choices

Principle 2 - Foster Livability in All Communities

- Promote In-Fill Development and Redevelopment to Revitalize Existing Communities
- Promote Developments which Provide a Mix of Uses
- Promote "People-Scaled," Walkable Communities
- Support the Preservation of Stable, Single-Family Neighborhoods

Principle 3 - Enable Prosperity for All People

- Provide, in Each Community, a Variety of Housing Types to Meet the Housing Needs of All Income Levels
- Support Educational Opportunities that Promote Balanced Growth
- Ensure Environmental Justice Regardless of Race, Ethnicity or Income Class
- Support Local and State Fiscal Policies that Encourage Balanced Growth
- Encourage Civic Engagement

Principle 4 - Promote Sustainability for Future Generations

- Preserve Rural, Agricultural, Recreational and Environmentally Sensitive Areas
- Focus Development in Urban Centers and Existing Cities
- Develop Strategies to Accommodate Growth that Use Resources Efficiently, Eliminate Pollution and Significantly Reduce Waste
- Utilize "Green" Development Techniques

SOUTHERN CALIFORNIA
ASSOCIATION of GOVERNMENTS

GROWTH VISIONING FOR SUSTAINING A LIVABLE REGION
PEOPLE, PLACES, VISION

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Creating Community Prosperity is a Shared Responsibility. The Economic Alliance Salutes Those who Make It Happen.

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For more information on how you can get involved in building a stronger San Fernando Valley economy, call the Economic Alliance at 818.379.7000, or visit www.economicalliance.org.

Economic Alliance of the San Fernando Valley

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